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Information Outlook, May 2007

Special Libraries Association

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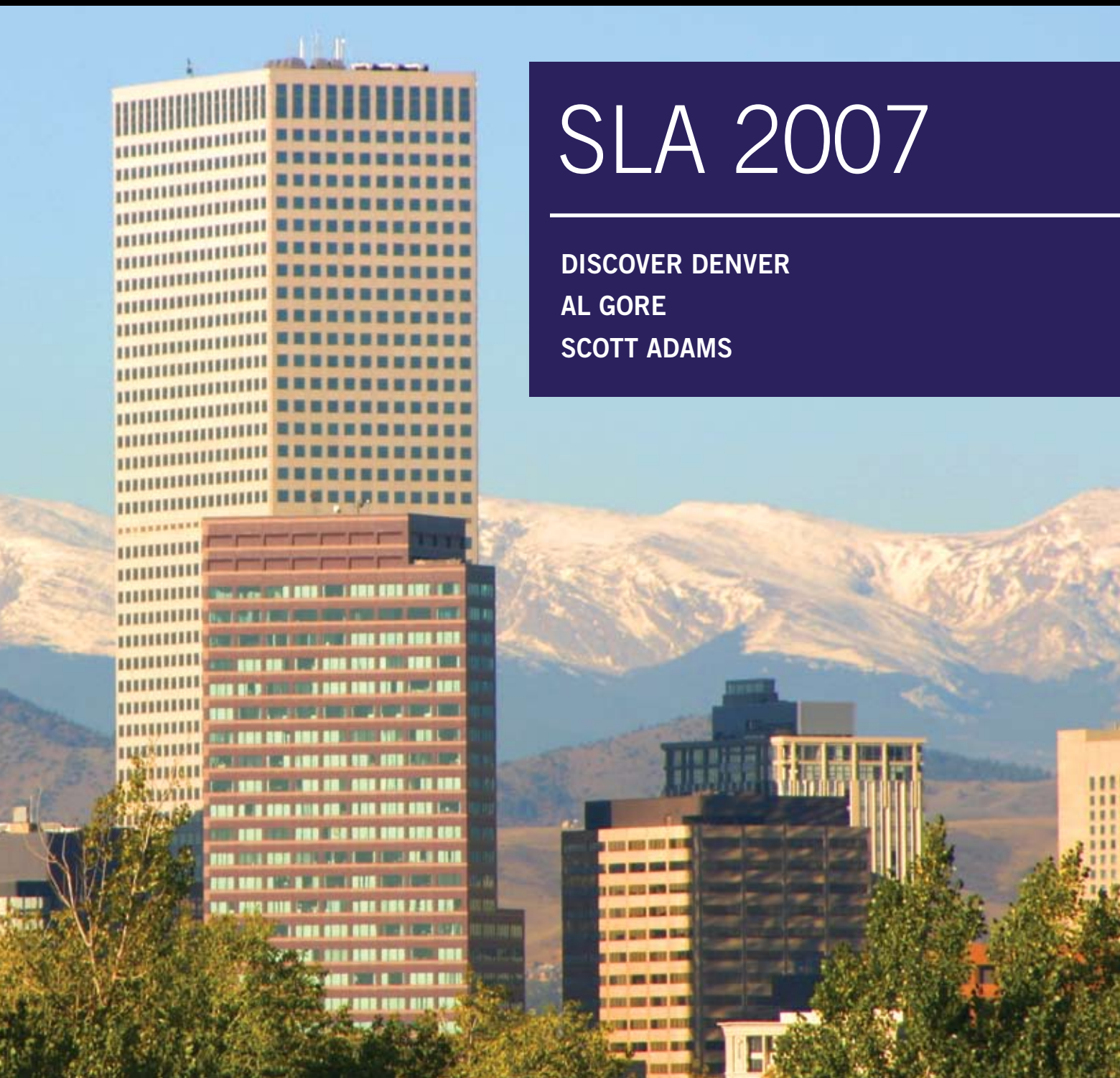
THE MAGAZINE OF THE SPECIAL LIBRARIES ASSOCIATION

SLA 2007

DISCOVER DENVER

AL GORE

SCOTT ADAMS



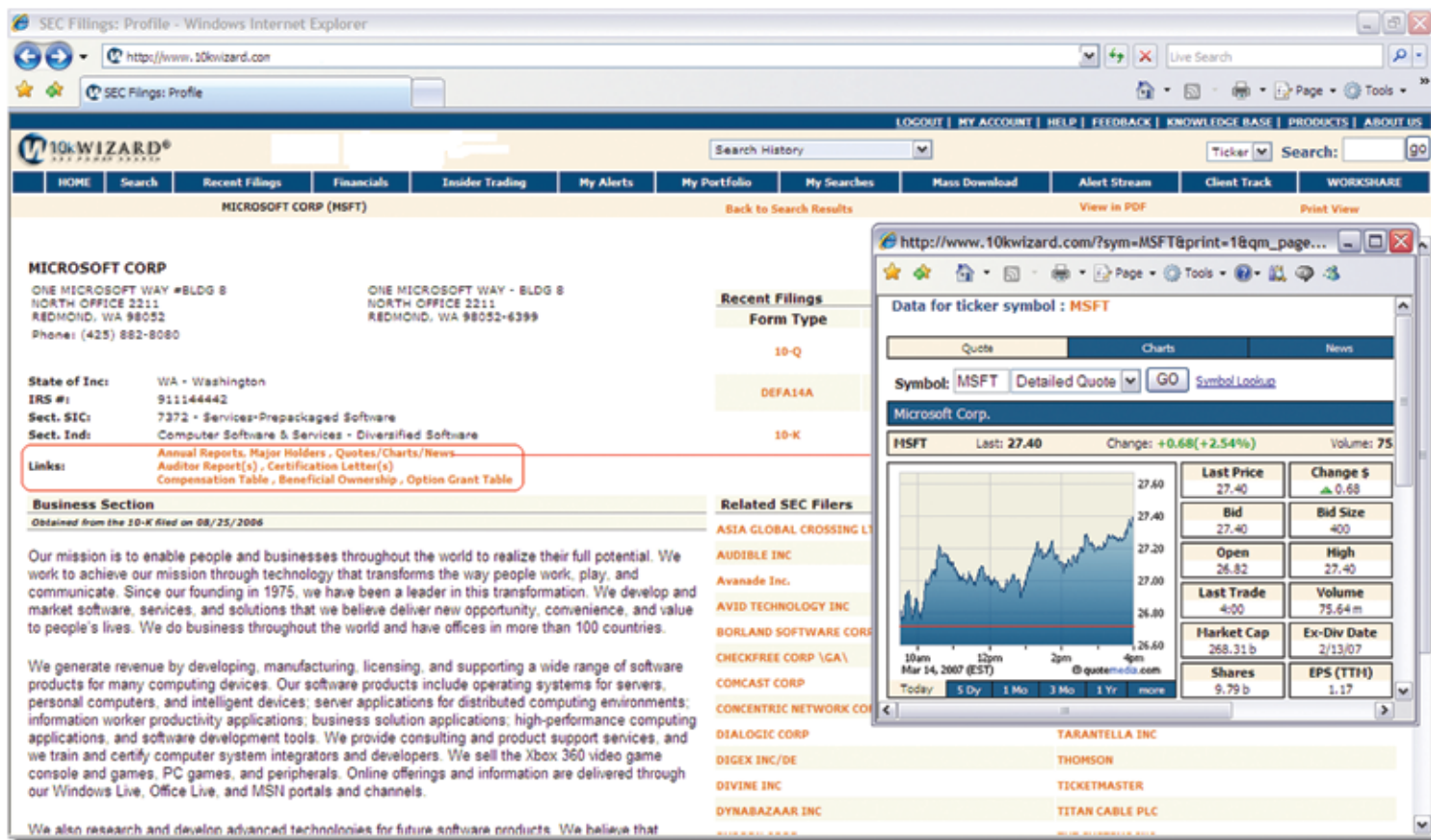
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The Honorable Al Gore

45th Vice President of the United States



Scott Adams

Creator of the *Dilbert* Cartoon

www.sla.org/Denver2007
Conference and Hotel Registration are Now Open



information outlook

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Some Changes Happen So Fast And Gradually, It's Hard To Notice

SLA is uniquely poised to help members adjust to shifting baselines.

BY REBECCA VARGHA



Change is an integral part of our modern lives as librarians and information professionals.

Earlier this year a newspaper headline caught my eye. The headline read, "When normal is a moving target." *The Washington Post* (January 6, 2007) article by Linton Weeks addresses the trend of shifting baselines. He cites examples of shifting baselines, such as an increase in the amount of daily traffic on the drive to work and the shrinking leg room on airplanes. Other examples of rising baselines are longer, healthier life spans, innovations like plasma television and ubiquitous computing in general.

Essentially shifting baselines are changes that occur incrementally and so gradually that overall pattern shifts are hard to detect. Professor Daniel Pauly created the term "shifting baselines" in 1995 to describe changes in marine ecosystems. He is a biology faculty member at the University of British Columbia and in 2003 co-authored the book, *In a Perfect Ocean: The State of Fisheries and Ecosystems in the North Atlantic Ocean*.

The monograph analyzes the effects of over fishing specific fish populations with a result of "fishing down the food web." In addition to the cautions he raises about the ecosystem, there is a very positive side to his message. The author says "we can make adjustments to an ever-changing environment." The same philosophy applies in our professional lives. Our work environments are in a state of constant flux.

As members of SLA, we have the opportunity to actively participate in an organization that is an integral part of coping with change and shifting baselines in

our profession. From chapter meetings to Click U and the 2007 Annual Conference and INFO EXPO in Denver, our association offers a diverse range of activities that deliver valuable and tangible benefits for your membership dollars.

There are numerous valuable opportunities for professional development. For example, in March, Click U began offering a new, exclusive member benefit in the form of the "SLA Course of the Month." This is an excellent learning resource. Members may take this designated self-paced e-course at no charge so seek out this opportunity at your earliest convenience. The web site is: <http://sla.learn.com/learncenter.asp?id=178409&sessionid=3-4ABA96D8-4B0F-45D1-8BFC-C29476A0BBB5&page=207&mode=preview>

There is excellent news about our profession in general, U.S. News & World Report (March 19, 2007, page 36) listed librarians as one of the 10 professions that will flourish in terms of demand for our skills. The article by Marty Nemko says that "even though anybody can do a Google search, librarians will still be needed to help navigate...digital information." There is an expanded list of 25 recommended careers for 2007, including librarians, with a listing of median pay, job market outlook, and degree requirements.

The most interesting portion of the profile is that special librarians are considered the "smart specialty" by the publication. To paraphrase, the article says that special librarianship is the field's fastest growing job market. Our profession is described as "high-tech information sleuths."

From traditional library settings to more unique models such as embedded librarians in teams, we are strategically posi-

tioned to explore and adapt to new roles in a constantly changing world of information and knowledge management.

There are many opportunities to enhance your skills and career—both online and in person—by attending chapter meetings or the SLA Annual Conference. The conference planners for Denver have created an excellent sequence of programs, including the opening general session with former Vice President Al Gore and the closing keynote address from Scott Adams, creator of the Dilbert cartoon.

There are new additions to conference programming such as "Synergy Sessions" and SLA candidate speeches. The SLA Synergy Sessions are designed for interactive learning among the participants. With the change in SLA's governance year, the candidate speeches will occur for the first time during our conference in Denver. This is an exciting opportunity for more members to hear from the SLA candidates in person. The SLA award recipients, leadership and members will celebrate together at Coors Field, the home of the Colorado Rockies. Play ball!

Congratulations and thank you to all SLA Denver Conference Planners, the Rocky Mountain SLA Chapter, the Denver Annual Conference Advisory Council, and the SLA staff for developing such an impressive conference program. In particular I wish to acknowledge the Denver Annual Conference Advisory Council: Brent Mai and Ty Webb, co-chairs, Bernadette Ewen, Peggy Jones, Karen King, Lynne McCay, Martha McPhail, Agnes Mattis, Kristin Foldvik, and Lorraine Bell.

By choosing to attend the annual conference you are investing in yourself. There are numerous opportunities in Denver for networking, high quality continuing education, exhibits and career development. The very essence of our work is changing with the constant impact of technology like RSS feeds, podcasts, blogs and wikis.

In summary, "normal is a moving target" and attending the SLA Conference is a first-rate method for adapting to and anticipating changes in our careers and the profession. **SLA**

Info File

Writing for Information Outlook

Information Outlook welcomes queries from authors about articles of interest to information professionals. For writer's guidelines and a current editorial calendar, see www.sla.org/content/Shop/Information/writingforio/index.cfm or write to editor@sla.org. Please allow six to eight weeks for acceptance.

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Membership

Inquiries about SLA membership should be sent to membership@sla.org. To update your address or other account information, to join SLA, or to renew your membership, go to www.sla.org/content/membership/index.cfm and select the appropriate item from the menu in the left column.

New SLA Centennial Commission Seeks Comments

Updates on the information professional and SLA.

The year 2009 will mark the centennial of the founding of the Special Libraries Association as an organization dedicated to serving the needs and interests of professionals who handle specialized information and research services.

SLA has formed a Centennial Commission to plan anniversary activities—and asks its members to send ideas on how to best celebrate its anniversary to the commission at 100@sla.org.

Commission members are:

- Chair, Dav Robertson, National Institute of Environmental Health Sciences, Research Triangle Park, North Carolina
- Tom Calcagni, chief communications strategist, SLA
- David Cappoli, UCLA, Los Angeles
- Patricia Cia, Langara College, Vancouver, British Columbia, Canada
- Nick Collison, Prenax, New York City
- Kristin Foldvik, director, events, SLA,
- Stacey Greenwell, University of Kentucky, Lexington
- DeVonne Henry, director, exhibits, SLA,
- Jill Konieczko, U.S. News & World Report, Washington, D.C.
- Karen Kreizman Reczek, Bureau Veritas, Buffalo, New York
- John Larrier, Elsevier, New York City
- Lynne McCay, Congressional Research Service, Library of Congress, Washington, D.C.
- Tamika McCollough, North Carolina A&T State University, Greensboro
- John Cotton Dana, the polymath lawyer, educator and librarian who founded

SLA, started his library career in Denver, Colorado, where the association will stage its 2007 Annual Conference and Exposition in June.

Sylvia James Wins ALA Business Award

Sylvia James, principal, Sylvia James Consultancy, United Kingdom, is the recipient of the 2007 Thomson Gale Award for Excellence in Business Librarianship.

The award is administered by the Business Reference and Services Section of the Reference and User Services Association, a division of the American Library Association.

James will receive a citation and a cash award of \$3,000, donated by Thomson Gale.

She has written prolifically on international business, from the theory and practice of international business information to the researching of global information. She is a regular contributor to *Business Information Alert* and writes a column in the SLA Business & Finance Division Journal on career development in the business information field. **SLA**

If You're Looking for "Invisible" Info, This Site May Answer Your Questions

And if you just can't keep up with all the LIS blogs, another site collects feeds and helps with searches.

BY CAROLYN J. SOSNOWSKI, MLIS

OEDb: Research Beyond Google

<http://oedb.org/library/college-basics/research-beyond-google>

Sometimes Google is the easiest place to get a quick answer, but is a general search engine the best place to get the best answer? We know the answer to that question. This page on the OEDb (Online Education Database) site presents a topical index of sites that are "authoritative, invisible, and comprehensive," and which will come in handy in our libraries and information centers when a Google search just won't do for us or our clients. You'll find links to: business and economic data, government sites, international organizations, online books, science and medical sources, and transportation data, among other resources. Bonus content: There is also information on why these types of sources are important in research.

Placeblogger

www.placeblogger.com

Social networking tools can bring people together as a community, but they can also bring you to a community and give you a sense of the "lived experience" of a place. Here's an index of blogs that give snapshots into the culture, business, and politics of thousands of neighborhoods and locales across the globe (most are U.S.-based, but the number of non-North American sites is growing). These blogs could be used as research tools or as diversions on

a quiet afternoon; search for the town where you grew up or went to school...you might be surprised to find that someone is blogging about it.

LibWorm

www.libworm.com

It's easy to get overwhelmed by the number of LIS blogs, which is growing by the day. Here's a tool that helps you find the content without having to subscribe to all of them. LibWorm has collected the feeds of about 1,500 blogs, and you can search or browse to find what you need. I sometimes use the search engine to locate a post I read but can't remember where. The categories are helpful for finding feeds by broad topic (including podcasts), and the subjects section is powered by pre-set searches. Or, you can conduct your own word and phrase searches.

Freecycle

www.freecycle.org

Most of us know about craigslist (featured in a previous column), through which you can buy, sell, and barter items and services. But what about Freecycle? It's a "place" to give away and find free (and only free)

stuff. First established to keep waste out of Tucson landfills, Freecycle is now in over 4,000 communities, with 3.5 million members, worldwide. Join your local network (free, of course) and use it to post information about your items ("legal and appropriate for all ages") and give away what you don't want or need to others in your area. Bartering is not permitted, since the original and sustaining philosophy for Freecycle is gifting to your community.

EarthTrends

<http://earthtrends.wri.org>

A product of the D.C.-based World Resources Institute, EarthTrends is bursting with information, mostly compiled from over sixty reputable global statistical agencies, on environmental, social, and economic trends. Access news stories, country profiles (over 200!), maps, data tables, and research articles on topics that include climate, population, agriculture, economics, and governance. RSS feeds, the monthly newsletter, and podcasts (both informational and musical) make it easier to keep up with the vast subject matter. Add this site to your bookmarks and resource lists. Thanks to member Mary Maguire for bringing this informative site, now in its sixth year, to my attention. **SLA**



CAROLYN J. SOSNOWSKI, MLIS, is SLA's information specialist. She has 10 years of experience in libraries, including more than three years in SLA's Information Center. She can be reached at csosnowski@sla.org.



THE 2007 SLA ANNUAL CONFERENCE AND EXPOSITION WILL GIVE YOU A CHANCE TO

Discover Denver

BY KATHLEEN RAINWATER AND THERESA LEMING

SLA's Rocky Mountain Chapter is excited to host the 2007 SLA Annual Conference in Denver June 3-6, 2007, and we are looking forward to sharing our beautiful, vibrant city with conference attendees.

Denver is known as the "Mile High City" because it sits a mile above sea level on the plains of Colorado, close enough to the Rocky Mountains that snow-capped peaks can be seen from most downtown street corners. The downtown area, which is clean and pedestrian friendly, has dozens of great restaurants, several fascinating

museums and special libraries, and inviting outdoor spaces.

The weather in June is usually perfect for a visit to Denver. The average high temperature for the first week of June is 79 degrees Fahrenheit (26 Celsius). The days are mostly sunny, so don't forget your sunglasses and sunscreen. If it does rain while you are visiting, just wait a few minutes, because the weather will probably change.

SLA members who attended the conference in Denver in 1988 were treated to a rare event: A tornado touched down just two and a half miles from the city center. Because this was the only tornado in history

LOOKING FOR MORE INFORMATION?

- The Denver Local Arrangements Committee has created a wiki full of information on Denver, including travel, attractions, entertainment, restaurants, and other topics: http://lib.colostate.edu/publicwiki/index.php?title=Special_Libraries_Association
- The Rocky Mountain Chapter is hosting a listserv to answer all your conference questions. The list e-mail address is sla2007@lists.sla.org. To subscribe to the list: Send a message to lyris@sla.lyris.net in the following format: Body of message: Subscribe sla2007 Your e-mail_address Your_Name (e.g. Subscribe sla2007 jdoe@xyz.com John Doe). Leave the subject line blank.
- The SLA conference page links to many helpful sites: www.sla.org/content/Events/conference/ac2007/index.cfm
- The Denver Metro Convention and Visitors Bureau has an informative Web site: www.denver.org
- The Rocky Mountain Chapter will staff a local hospitality booth at the Convention Center, where you can pick up information from the city and a copy of the Local Arrangements Hospitality Guide.



THERESA (TRACY) LEMING, J.D., M.L.I.S., is a reference librarian at Brownstein Hyatt Farber & Shreck, P.C., a law firm based in Denver. She is a member of the Legal Division and the Rocky Mountain Chapter. She can be reached at TLeming@BHFS.com



KATHLEEN RAINWATER, M.L.I.S., M.B.A. is the corporate librarian for the Gates Corporation, a global manufacturing company headquartered in Denver. She is a member of the Business & Finance, Competitive Intelligence, Engineering, and Solo divisions; is currently serving on the SLA Scholarship Committee; and is the Local Arrangements Chair for the 2007 Conference in Denver. She can be reached at events@rmsla.org.

that has touched down so near the city center, the chances that 2007 SLA Conference attendees will experience a second tornado are pretty slim.

Denver History

The Denver area is believed to have been inhabited by Native Americans as early as 15,000 years ago. Since the 1500s, it has been home to Apaches, Comanches, Kiowas, Utes, and finally Arapahos and Cheyennes, who claimed the area when French and American fur trappers arrived in the early 1800s.

When gold was discovered at the confluence of Cherry Creek and the South Platte River in the summer of 1858, prospectors from around the world rushed to the area. Several towns were founded that year, but the one that survived was “Denver City,” which was established by General William Larimer in 1858. The Colorado Territory was created in 1861, and Colorado became a state in 1876.

Denver City was a wild western town, full of gamblers, saloons, and colorful characters such as Soapy Smith,

Mattie Silks, and the “Unsinkable” Molly Brown. The town survived through gold rushes, silver booms, crashes, and depressions to become a financial and cultural hub of the west by the 1890’s.

Pioneers from the East Coast and Midwest quickly settled in Denver and had a civilizing influence on the frontier town. The legacy of these early settlers is still part daily life in Denver. The first local newspaper, the *Rocky Mountain News*, was started by William Newton Byers in 1859. In 1868, a young

RM/SLA AND LIBRARIES WE LOVE

The Rocky Mountain Chapter of the SLA (RMSLA) has members in four states (Wyoming, South Dakota, Utah, and Colorado), and our libraries are just as diverse as the landscapes and people in these four states. Several fascinating special libraries are open to the public and easily accessible from the Colorado Convention Center.

The **Central Branch of the Denver Public Library**, a postmodern building designed by Michael Graves, is only a few blocks from the MallRide’s Civic Center stop. In addition to the usual public library collection, this library holds an amazing genealogy collection and the Western History Collection, which includes 600,000 photographs, 3,700 manuscript archives, 200,000 cataloged books, pamphlets, atlases, maps, and microfilm titles, as well as a collection of Western fine art and prints. Both of these collections are on the fifth floor of the library.

The **Stephen H. Hart Library** is located inside the Colorado History Museum, which is also just a few blocks from the Civic Center MallRide stop. The Hart Library is a research facility that focuses on Colorado and Western History. It also features the Falkenberg Gallery, which contains rotating displays of items from the library collection.

The **Environmental Protection Agency’s Region 8 Library** just moved into a new office that earned certification as a “green” building under the Leadership in Energy and Environmental Design program. The most unique sustainable feature of this building is Denver’s first “green roof,” which reduces and filters storm water runoff and saves energy using vegetation. The main entrance to the building is right off the 16th Street Mall, at 1595 Wynkoop, and the library is on the second floor. (Please note that the library closes at 4:30 p.m. and some form of identification with a photo is required to enter the building.)

The **Blair-Caldwell African American Research Library**, a few stops north of the Convention Center on the light rail, focuses on

the history, literature, art, music, religion, and politics of African Americans in Colorado and throughout the Rocky Mountain West. It is the only library of its kind between Detroit and Oakland. The first floor of this library holds a normal full-service branch of the Denver Public Library, while the second floor holds an archive and research area, and the third floor holds the Western Legacies Museum and an exhibit space.

Also accessible by light rail is the **Westminster Law Library** at the University of Denver, which is in the first law school building in the United States to receive certification as a “green” building under the Leadership in Energy and Environmental Design program.

At the Denver Botanic Gardens, which is one of the of the Cultural Connection Trolley stops, conference attendees may visit the **Helen Fowler Library**, which houses more than 28,000 titles on botany, including books for all ages, videos, software, magazines, nursery catalogs, slides, rare books, and the plant inventory of Denver Botanic Gardens.

In Boulder, which is accessible by bus from downtown Denver, there are at least two libraries worth touring. The **National Indian Law Library**, which supports both the Native American Rights Fund and the public, is the only library in the United States that specializes in Indian law. This library is within walking distance of Boulder’s Pearl Street Mall, a lively pedestrian shopping area known for its colorful street performers. It is also just a few blocks from the **William A. Wise Law Library** at the University of Colorado, which proudly inhabits the second law school building in the United States to receive LEED certification. This gorgeous new library was opened in the summer of 2006.

Golden, Colorado, which is about half an hour’s drive west of downtown, also has at least two libraries worth a field trip: **American Alpine Club Library** and the Colorado School of Mines’ **Arthur Lakes Library**, which has one of the largest circulating map collections in the United States.

—Rainwater and Leming

DOWNTOWN DENVER IN ONE DAY

If you have one full day to devote to exploring downtown Denver, we suggest you follow this itinerary, choosing one or two places to tour and making brief stops at the rest. Most of these attractions are shown on the SLA accommodations map at www.sla.org/PDFs/sla2007/2007HotelMap.pdf.

STATE CAPITOL, 200 EAST COLFAX AVENUE

(From the Convention Center, walk north to 16th Street and get on a MallRide heading east. Get off at the last stop, which is the Civic Center station on Broadway. Walk half a block south on Broadway to Colfax, then walk one block east.)

The Colorado Capitol Building, which was modeled on the U.S. Capitol building, is constructed of Colorado granite. The dome is gilded with Colorado gold, and the interior is decorated with Colorado marble and rare Colorado rose onyx. Tours are available Monday through Friday from 9:15 a.m. to 2:30 p.m. The 45-minute tours include information on Colorado history, the capitol building, the lawmaking process, the gold dome, and more. All historic tours begin at the tour desk, which is located near the north (Colfax Avenue) entrance on the first floor. The best time to visit is in the morning before the larger tour groups arrive. The 13th step on the outside of the building, which is one mile above sea level, is marked with a bronze star.

MOLLY BROWN HOUSE, 1340 PENNSYLVANIA

(This is not on the SLA accommodations map. From the Capitol Building, walk two blocks east on 14th Avenue to Pennsylvania, then walk south for half a block.)

The home of the “unsinkable” Molly Brown, who was a hero in the Titanic disaster, has been restored to its original Victorian splendor. Tours are led by costumed guides, and a gift shop in the old carriage house sells old-fashioned toys, candy, and other souvenirs.

COLORADO HISTORY MUSEUM, 1300 BROADWAY

(From the Molly Brown house, walk four blocks west on 13th Avenue.)

The Colorado History Museum allows visitors to get a quick dose of Colorado history without cracking a book.

DENVER PUBLIC LIBRARY CENTRAL BRANCH, 10 WEST 14TH AVENUE

(From the Colorado History Museum, walk across Broadway at 14th or 13th avenues.)

The 1995 addition, which was designed by Michael Graves, complements the 1956 building. Visit the fifth floor to explore the Western History and Genealogy departments.

DENVER ART MUSEUM, 13TH AVENUE BETWEEN BROADWAY AND BANNOCK

(From the Denver Public Library, walk east across the plaza.)

The original building, which was designed by Italian architect

Gio Ponti, is home to one of the finest collections of American Indian art anywhere, as well as European, American, Asian, and other collections. The Fredrick C. Hamilton addition, which was designed by Daniel Libeskind, opened in October 2006 and holds the modern/contemporary, African, Oceanic, and Western American art collections.

BYERS-EVANS HOUSE, 1310 BANNOCK STREET

(This is not on the SLA Accommodations map. From the Denver Art Museum, walk one block west on 13th, then walk north on Bannock.)

This Italianate house, which was built in 1883, has been restored to the 1912-1924 period. This Denver landmark reflects the character of two early and important Colorado pioneer families.

DENVER MINT, 320 WEST COLFAX

(From the Byers–Evans House, walk two blocks north on Bannock, then two blocks west on Colfax.)

The Denver Mint is one of only two United States Mints that are open for tours. Tours of the mint cover both its history and the present state of coin manufacturing, from original designs and sculptures to the actual striking of the coins. Please note: Reservations, which can be made through the United States Mint Web site, are highly recommended. Also, tours of the Denver Mint are not available if the Homeland Security Advisory System threat level is at or above the Orange (High) level.

16TH STREET PEDESTRIAN MALL, 16TH STREET FROM BROADWAY TO WEWATTA STREET

(From the Denver Mint, walk two blocks north on Court Place.)

Lots of people watching is always available on the mall, which stretches across the downtown area. Free wi-fi access is also available. The free MallRide shuttles, which travel the entire length of the mall frequently each day, are the easiest way to get around downtown.

LODO (LOWER DOWNTOWN, FROM LARIMER STREET WEST TO WEWATTA STREET)

(From 16th Street and Court Place, take a MallRide west to Larimer Street.)

You will find plenty of shopping at Larimer Square, Writers Square, and the Tabor Center, which are all on Larimer Street. The downtown branch of the Tattered Cover bookstore is at 16th Street and Wynkoop. Coors Field is five blocks north on Blake Street.

BROWN PALACE HOTEL, 321 17TH STREET

(From LoDo, take the MallRide east on 16th Street to Tremont, then walk two blocks north.)

The Brown Palace Hotel was built in 1892 and continues to be a beautiful example of 19th century elegance. The staff historian gives free tours each Wednesday and Saturday at 2 p.m. Lunch in the Ship's Tavern and afternoon tea (reservations recommended) in the nine-story atrium lobby are both great ways to enjoy the hotel.

—Rainwater and Leming

German by the name of Adolph Kuhrs moved to town, changed his name to Coors, and started a brewery.

The Denver Public Library, which was established by the local school board in 1889, hired John Cotton Dana—SLA's founder—as the first librarian.

Getting Around

The Colorado Convention Center, where most of the conference events will be held, is just two blocks south of the 16th Street Mall, a 16-block pedestrian street that serves as the

retail core of downtown Denver. Free public shuttle buses (MallRides) run the entire length of this mall every few minutes, stopping at every block. Large street maps are prominently displayed at each shuttle stop, making it easy for visitors to explore the downtown area. Denver also has a light rail system that includes a stop at ground level under the convention center, as well as a bus system that serves most of the metro area.

Conference attendees may also purchase tickets for the Cultural Connection Trolley, which stops at the

Convention Center and carries visitors to several attractions outside the downtown area, including the Denver Zoo, the Denver Museum of Nature and Science, the Denver Botanic Gardens, the Downtown Aquarium, and other attractions.

Exploring Museums

The Denver Art Museum has a new wing designed by Daniel Libeskind. Libeskind says the new wing, which is covered in 9,000 titanium plates, was inspired by the peaks of the Rocky Mountains, geometric rock crystals

SCIENTIFIC SIGHTS OF THE DENVER AREA

BY JOE KRAUS

Colorado is a tourist destination for many who are interested in geology. However, the area offers museums and facilities in many of the other sciences. I have a six-year-old son who enjoys going out to museums to learn about science, so I have had the opportunity to take him to most of these places. All of these places are family friendly, and many have been recently renovated and updated. Even if you visited one of these places 10 or more years ago, a second visit would be worthwhile to see the changes. There will be tours to a number of these facilities on Thursday, June 7.

DENVER MUSEUM OF NATURE AND SCIENCE

(www.dmns.org)

This is one of the first museum stops for anyone interested in science. While this museum is mentioned elsewhere in this article, it is worth taking a deeper look. For those who are staying in town after the conference, there is a tour to the museum on Thursday morning, June 7. The A.M. Bailey Library is open to the public on the third floor, near the South American Wildlife Exhibits. Some sections of the museum hold temporary or traveling exhibits, but it has many permanent exhibits, such as:

- **Gems and Minerals:** The Coors Mineral Hall houses a Mexican silver mine and a fantastic display of rhodochrosite crystals. It has a great collection of minerals and crystals from Colorado and around the world.
- **Hall of Life:** This recently renovated section has been updated. It has displays on the human body and pregnancy, the importance of a sound diet, and a DNA forensic laboratory.
- **Prehistoric Journey:** My son loves this section. He especially enjoys looking at the huge Diplodocus and examining the fossils at one of the "touch carts." You can also view scientists working on specimens for cataloging and display.
- **Space Odyssey:** This new area has a special focus on Mars, but you



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can tour the rest of the universe at various computer kiosks, talk with any of the galaxy guides, see a demonstration at the galaxy stage, or read and learn in the "Infolounge."

- **Gates Planetarium:** This renovated and updated planetarium now uses a state-of-the-art digital projector system. The dome is rotated so the facility can employ comfortable upright theater seats.
- **Phipps IMAX Theater:** There is always an interesting variety of films showing at the IMAX.
- **Wildlife Exhibits:** This section includes great displays of plants and animals native to Colorado and a good collection from around the world.

DENVER ZOO

(www.denverzoo.org)

This is the fourth most popular zoo in the nation. With the wonderful display of habitats covering over 80 acres, it is easy to see why it is so popular. Originally built in 1896, the zoo is being updated in many areas with renovations worth more than \$130,000,000. Predator Ridge was finished in 2004, a new parking garage was installed, and the main entrance was updated. Other areas will be renovated in the future. You simply must take rides on the zoo train and the fantastic Conservation Carousel, which features 48 one-of-a-kind, hand-carved wooden animals representing rare and endangered species around the world.

WINGS OVER THE ROCKIES AIR & SPACE MUSEUM

(www.wingsmuseum.org)

If you are a military buff or just like to look at airplanes, this is

found in the foothills near Denver, and “all the wide-open faces of the people of Denver.” In June, the Denver Art Museum will be hosting temporary exhibits of contemporary American Indian, Japanese, and modern art.

The Denver Museum of Nature and Science offers a spectacular view of City Park and the mountains from its top-floor terrace. It also houses an IMAX theater, a planetarium, hands-on activities for kids in the Discovery Zone, hundreds of dioramas featuring animals from all over the world, and an amazing collection of gems and miner-

als (many from Colorado mines).

Denver also has dozens of smaller museums, including the Black American West Museum; the Mizel Museum; the Museo de las Americas; the Firefighters Museum; the Museum of Miniatures, Dolls and Toys; and the Vance Kirkland Museum.

Fresh Air

Just a block south of the Convention Center, the Cherry Creek Trail runs a few feet below street level near Speer Boulevard, right next to Cherry Creek.

This wide cement trail connects to a

system of paths and trails that allows bikers, rollerbladers, and pedestrians to get to just about any part of the metro area, including Confluence Park, which is on the western edge of downtown. At Confluence Park, visitors can watch or try rafting and kayaking on the Platte River, watch the action at the Skatepark next door, or take a stroll on a pedestrian bridge that crosses the Platte River. Cherry Creek is also the location of the only commercial punting operation in the United States.

The Colorado Rockies will be playing at Coors Field, Denver’s down-

the place for you. By the time the June conference starts, some renovation of the 68-year-old facility should be completed. One of the notable planes is a B-1A bomber, supposedly one of only two in existence. During the end of the SLA conference, a “Collector’s Extravaganza Antique Show” will be taking place from June 6 through the 10th.

DOWNTOWN AQUARIUM

(www.aquariumrestaurants.com/downtownaquariumdenver)

This used to be called Colorado’s Ocean Journey. It was purchased by Landry’s Restaurants and renamed the Downtown Aquarium in 2005. One section of the aquarium is a path that follows the Colorado River to the ocean. The other major section depicts African and South American freshwater habitats. My son enjoys touching the horseshoe crabs and the stingrays. The Downtown Aquarium houses an interesting but mediocre restaurant, and it is open later in the evening than most other museums.

DENVER BOTANIC GARDENS

(www.botanicgardens.org)

This is a beautiful urban retreat. The Gardens’ mission is to “connect people with plants, especially plants from the Rocky Mountain region.” The Gardens feature a great collection of plants that thrive in Colorado’s dry climate, as well as orchids and other tropical plants in the Conservatory. If you get a chance, visit the Helen Fowler library.

DINOSAUR RIDGE (www.dinoridge.org) and the **MORRISON NATURAL HISTORY MUSEUM** (www.mnhm.org)

Both of these places are on the west side of town. Dinosaur Ridge runs along a stretch of West Alameda Parkway. Your first stop should be at the small visitors’ center, where you can get your bearings. Along the parkway, you can see evidence of many dinosaur footprints, mangrove swamps, invertebrate and crustacean trace fossils, Brontosaurus bulges, and dinosaur bones. At the Morrison Natural History Museum, you can see and touch many

exhibits, including a mammoth tooth, a saber-cat skull, a T-Rex skull, and a live milk snake. Museum workers often encourage youngsters to help excavate a dinosaur bone.

NATIONAL CENTER FOR ATMOSPHERIC RESEARCH

(www.ncar.ucar.edu and www.eo.ucar.edu/visit)

You should visit this lab just to take in the great view from the mesa. However, it can get windy. Inside the facility, you will find engaging hands-on educational exhibits. The Library has a good science collection. If you get a chance, sign up for the bus tour on Thursday, June 7.

NATIONAL RENEWABLE ENERGY LABORATORY

(www.nrel.gov and www.nrel.gov/visiting_nrel)

This government laboratory provides an interactive exhibit hall and self-guided tours through the visitor center. At this laboratory, visitors can learn about energy from the sun, wind, biomass, and other sources of renewable energy. Best of all, entrance to the museum is free. There is a Thursday morning bus tour, June 7.

COLORADO SCHOOL OF MINES GEOLOGY MUSEUM

(www.mines.edu/Academic/geology/museum)

I recently visited this museum for the first time, and I wish I had gone sooner. It has a fantastic collection of gold, silver, minerals, rough and cut gemstones, fossils, mining artifacts and more. Entrance is free. Do not miss the lower level! The stairwell is at the back left of the main room. The Arthur Lakes Library is about two blocks away.

COORS BREWERY

(www.coors.com/about_tour.asp)

Once you are in Golden, you might as well stop at the Coors Brewery for a tour. If you only want to imbibe some of the adult beverages (free), ask to take the “Short Tour,” which includes taste tests. There is also a long tour (free) that provides an in-depth look at the brewing process at this world-famous facility.

JOHN COTTON DANA

SLA FOUNDER HAS DENVER CONNECTION

John Cotton Dana—the first president of the Special Libraries Association and a man who made significant contributions to the library profession—began his library career in Denver.

After graduating from Dartmouth College in 1878, Dana spent two years in Colorado surveying mining claims from 1880 to 1882. He returned east in the spring of 1882 to study law. After passing the New York bar exam in 1893, Dana moved to Minnesota, where he experimented with a law practice and edited a local newspaper before returning to Colorado in 1885.

In Colorado, Dana worked as a surveyor and construction supervisor for a few years before marrying and settling into ranching. During that time, he delivered lectures about philosophical and social topics, and even briefly tried preaching. Dana also wrote many letters and articles, which were published in a variety of national journals including the *Chicago Current*, the *Journal of Education*, and the *Vermont Standard*.

In 1889, three months after Dana wrote a letter to the *Rocky Mountain News* analyzing the effectiveness of the Denver public school system, he was appointed the first librarian of the newly established Denver Public Library and the secretary of the board of education. The new library held 2,000 volumes and was located in the East Denver High School.

Dana entered his new career with enthusiasm. Conservative librarians called him a radical after he advertised the new library in every possible print publication in town.

During his years at the library, Dana embraced and championed modern library principles and practices. He adopted the new practice of open stacks, created a picture collection, established the first children's room in a public library, loaned books to teachers for schoolroom libraries, and extended library hours from 9 a.m. to 9 p.m. every day of the year. He believed in open, accessible libraries filled with natural light, plenty of seating, and study areas, that "the library should be the most inviting, the most wholesome, the most elevating and the most popular place in the city..."

Dana regularly corresponded with other librarians and declared, "The spirit of friendly cooperation can in no profession be more hearty than it is among librarians." In 1895, Dana served as the president of the Colorado Library Association and chair of the 1895 American Library Association conference, which was held in Denver.

As Dana became more involved in the national library community, he felt that his influence was limited by his geographic isolation. After serving as ALA president in 1896, Dana left Denver for a position at the Springfield, Massachusetts, public library. Dana left Springfield in 1902 to become the director of the Newark New Jersey library.

Later in life, Dana wrote in a letter to a friend, "I assume that you have some of the same feeling about Denver that I do—that it should receive all the praise it is entitled to. And of course I realize that it was in a good degree that the Denver atmosphere, of wishing to do things better than they were ever done before, which made possible the new methods of its library."

—Rainwater and Leming

SOURCES

Frank Kingdon, D.B. Updike, "John Cotton Dana: A Life," The Merrymount Press, Boston, 1940.

Chalmers Hadley, "John Cotton Dana: A Sketch," American Library Association, Chicago, 1943

town stadium, during the SLA convention. Games are scheduled against Cincinnati for June 1, 2, and 3; and against Houston on June 5, 6, and 7.

Attendees who have access to a car can be hiking in the mountains less than an hour after leaving downtown Denver. The city of Denver owns and maintains several parks in the mountains, including Echo Lake, Summit Lake, Red Rocks Park (home of the world-famous Red Rocks Amphitheater), Lookout Mountain Park (site of the Buffalo Bill Grave and Museum), and Genesee Park (home of a bison herd that can often be seen from I-70).

Other attractions in the mountains include gambling in Central City and sightseeing in Rocky Mountain National Park, which is less than two hours' drive from Denver, and includes the highest paved highway in the continental United States, Trail Ridge Road. Pikes Peak and the Air Force Academy are also less than two hours from Downtown Denver.

Other Notes

Denver has something to interest just about any visitor. The Denver Center for the Performing Arts, which is right across the street from the Colorado Convention Center, offers excellent theater, opera, symphony, and ballet performances in several theaters and concert halls. Denver also offers a busy local music and performance calendar, from Broadway shows to classical music to hip-hop and jazz.

There is a thriving arts and crafts scene in Denver, with dozens of art galleries in LoDo (Lower Downtown) and the Santa Fe Art District. Attendees who are interested in art should consider arriving early to catch the First Friday Art Walk from 6 to 9 p.m. June 1, in the Santa Fe Art District, which is easily accessible from downtown via light rail and the Connect the Dots shuttle.

The Capitol Hill People's Fair, which will be held June 2 and 3 in Civic Center Park, offers free entertainment, booths full of unique arts and crafts, delicious food, and great people watching.

There are a dozen or more shopping districts in Denver. Both local establishments and national chain stores can be found along the 16th Street Mall, particularly in the Denver Pavilions, Larimer Street, the Tabor Center, and Writer's Square. Western wear and unique souvenirs of the West can be found in many stores downtown, including Rockmount Ranch Wear, which has been selling its famous shirts in LoDo since 1946.

If you need some outdoor gear, check out REI, where you can test your gear on hiking and biking tracks and an indoor climbing wall.

The Tattered Cover Bookstore has been a favorite among Denver book-lovers for more than three decades, in part because it offers plenty of comfortable seating and has a policy of encouraging browsers to linger. The

Tattered Cover now has three locations, one of which is in a historic building on the corner of 16th and Wynkoop (easily accessible via the MallRide).

Last, but not least, there are the brewpubs. According to the Denver Metro Convention and Visitors Bureau, more beer is brewed in Denver than in any other city. Whether that claim is accurate or not, it is clear that Denverites take their brews very seriously—so seriously that we elected John Hickenlooper, owner of the Wynkoop Brewing Company, as our mayor in 2003.

There are at least five great brewpubs in the downtown area, including the Flying Dog Brewery, the Breckenridge Brewery, the Chop House, the Rock Bottom Brewery, and the Wynkoop Brewing Company, which claims to be one of the largest brewpubs in the world.

See You in June!

Most *Information Outlook* readers already understand that attending an SLA Annual Conference is a great way to renew and create professional connections, find out about new information products, get inspired, and learn more about our profession. Now that you have read this, you also know that, by attending the convention in Denver this year, you can do all that while enjoying great weather, fascinating museums and libraries, amazing shopping, and many brew pubs. **SLA**

See you in June!



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9 May 2007

Twelve Tips for the One-Person Library

Presenter: **Maggie Weaver**, Shaftesbury Associates

23 May 2007

What's on the Horizon: A Look at Where Our Profession Is Heading

Presenter: **Mary Ellen Bates**, Bates Information Services, Inc



Al Gore To Discuss Climate Change and the Economy

Summer storms are increasing. The Arctic ice cap is shrinking. Sea levels are rising.

The average temperature in the continental U.S. last year was the warmest on record.

Despite a small but vocal chorus of naysayers, there is little doubt among most scientists that the effects of global warming—caused by increased emission of carbon dioxide from factories, power plants, automobiles, and other users of fossil fuels—is upon us.

If the release of these greenhouse gasses isn't slowed, the results for future generations will be dramatic: millions of people displaced, coastal cities flooded, too much rain in some parts of the world, too little elsewhere, accelerated extinction of plant and animal species, economic upheaval.

Even under the best-case scenario plotted in a 2005 report prepared for the Pew Center on Global Climate Change, any beneficial effects of warmer temperatures, such as



increased agricultural yields, will disappear as temperatures continue to increase.

Former Vice President Al Gore—whose documentary, “An Inconvenient Truth,” captured a 2007 Academy Award—will discuss climate change and the economy at the SLA Annual Conference and Exposition in Denver.

His opening keynote address, “Thinking Green: Economic Strategy for the 21st Century,” is scheduled

for 5:30 p.m. Sunday, June 3. Before his speech, he will be available at 3:45 p.m. for a book signing at booth 257 in the INFO EXPO Hall.

Gore's speech will encourage attendees to consider broader issues of global warming—environmental, social and political—when planning economic strategy.

Gore addressed these issues in hearings in March on Capitol Hill, where two decades earlier, as a member of Congress, he held the first hearing on global warming.

Calling climate change “a planetary emergency,” he urged, among other things, a ban on new coal-burning power plants that do not include technology to capture carbon dioxide emissions.

“The planet has a fever,” Gore said in his testimony. “If your baby has a fever, you go to the doctor. If the doctor says you need to intervene here, you don't say, ‘Well, I read a science fiction novel that told me it's not a problem.’ If the crib's on fire, you don't speculate that the baby is flame retardant. You take action.” **SLA**

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DILBERT, DOGBERT, CATBERT, THE BOSS, ALICE, AND THE REST OF THE GANG AREN'T AVAILABLE FOR ONE OF THE BIG SPEECHES AT SLA 2007, BUT WE GOT THEIR CREATOR

Scott Adams

First, there was the Peter Principle, expounded in 1968 by the academic Laurence J. Peter. He said that in a hierarchical organization, an employee will rise to his or her level of competence—then rise one level higher, to a level of incompetence, and remain in that position. It's, like, well, an accident or something.

Nearly 30 years later, cartoonist Scott Adams, himself an MBA, put forth the Dilbert Principle, which takes Professor Peter's theory a step farther. In Adams's satirical view, companies *systematically* promote less competent employees to middle management positions—because that's where they can do the least damage to the organization. No accident here. It's part of the plan.

The Dilbert comic strip, syndicated in hundreds of newspapers, displays Adams's view of the corporate world every day, in color on Sundays.

You'll get to meet him at the 2007 SLA Annual Conference and Exposition, where he will deliver the closing keynote speech at 9:30 a.m. Wednesday, June 6.

Cybele Werts, an SLA member and a regular contributor to *Information Outlook*, recently chatted with Adams on the phone, trying to learn what makes him (and Dilbert) tick, and provide everyone with a preview of his presentation.



Werts: I suspect a lot of people actually think of you as Dilbert, himself. Do you channel him sometimes when you do speeches?

Adams: Probably not intentionally, but I'm sure I do. The content of my talk is the strange odyssey of going from cubicle to cartoon. And I'm going to share some comments that got me in trouble for reasons that sometimes were obvious and sometimes were not.

Werts: Oh really? I didn't know you got into trouble for those.

Adams: I get in trouble all the time but usually it comes from left field, which is what makes it interesting. You'll get to see some comics that weren't published and some that were published, and we'll just have some fun.

Werts: The opening keynote speaker at our conference is former Vice President Al Gore. Do you have anything you'd care to share with him should he read this interview?

Adams: I met Al at the White House, and he asked me to do some work on a report he used to do as part of his job. He was looking for some cartoons for a report to try to convey some material that was unusually dull.

I forget its official title, but he did a regular report that was basically about efficiency in government. His sub-task within the vice presidency was to make the government more efficient through automation and other means. And he had to explain his progress on a regular basis, but it was kind of very dry material so he, at one point, asked my advice on that. So I have a little bit of past interaction with him.



Werts: You started drawing Dilbert in 1989. How would you say the theme has changed in the intervening two decades? How has technology or the increasing pace of information affected how your characters interact?

Adams: There are some things that are difficult in comics. I'd like to do more comics where they're using instant messaging, stuff like that, but it doesn't really look good, just people sitting in front of a computer, likewise with cell phones. I used to draw a telephone and you could tell somebody was talking on a telephone in a comic... [now] they just have a Bluetooth thing in their ear...or a cell phone that actually is completely covered by the size of their hand. technology has become problematic for me just because I can't draw it; it's harder to do things.

Other than that, the workplace really doesn't change that much. The jobs go from being downsized in the old-fashioned way to being off-shored and reinvented in a more modern version.

There are little things that change. Any time you've got a boss and a coworker the dynamic is going to be pretty similar no matter what the technology is.

Werts: It still is about the people when it comes down to it is what you're saying?

Adams: Humor is about human feelings and human interaction and they use computers. The technology are really just a backdrop, they're more like just a page setting.

Werts: There's a hackneyed stereotype about librarians, as in Marian the Librarian (from the play, *The Music Man*) just as there is a stereotype about engineers that Dilbert represents. And yet, I know that I'm at least one "librarian" who doesn't fit the profile, and I know some others as well. So I ask you: What's the stereotype for cartoonists and do you fit that stereotype?

Adams: I'm kind of an odd cartoonist because most cartoonists they start out as artists and then they become cartoonists. It's often they're in one kind of art and then there's a little bit of the cartoonist.

My background is economics and business school. I have an MBA, so cartooning was kind of a sharp left turn for me. When people meet me, they figure I sell insurance or I must be a

computer programmer or something.

I don't really give up to any cartoonist side.

Werts: You don't have that wild artist look about you?

Adams: No, not so much.

Werts: Maybe need to work on that and grow your hair a little longer or something.

Adams: Or just throw some airs on, that would be good too.

Werts: If you just let your beard grow out a little, get that scruffy artist look, wear black...

Adams: Yeah, yeah. Actually, it's tough when I do speaking; I have to figure out what to wear because I can't show up in a worthless suit. You know, you've met everyone else who's in a suit, because it would look wrong because I'm a cartoonist.

Werts: What do you wear?

Adams: I have this tough balance—I always try to find a shirt that you can't find easily, so it's all about wearing something that you're not wearing and...

Werts: What are you going to wear for us information specialists?

Adams: It's a few months away so I'll probably [get] a new shirt between now and then.

People will change their plan to avoid being mocked, and they won't change their plan because someone had a better reason.

Werts: You've said many times that you started out in "a variety of humiliating and low-paying jobs" and I think you definitely say you're long past that now. In fact, I think most people think that you have a dream job, what with drawing pictures all day and making millions of dollars. What's your take on this, and do you think that you've kept your perspective?

Adams: That's a large collection there, so let me see if I can get the components out. So yes, a great job. I often say it isn't working. Almost everything I do all day are things that if you could just take out the pieces, you could actually charge money for people doing what I do for money. If you said to somebody, "How much would you pay if you knew that you could draw a cartoon and it would appear in newspapers all over the world?" people would say, "I'll pay \$1,000 for that."

I actually get paid for doing what I'm doing right now—I'm talking about myself. If you said, "All right, how would

Almost everything I do has that quality about it that people would pay you to do it if they could.

the Twilight Zone where someone comes to you, a magic genie or something and says, "For the rest of your life, your job is to eat ice cream."

Your first response is, "Woohoo, all I have to do is eat ice cream. I love ice cream." And then the genie says, "But you have to eat at least a barrel of it a day," There's just a lot of it; it's like that.

Now, what's the second part of the question? It was how I keep my perspective?

Werts: How do you keep your perspective?

Adams: I certainly don't aim to keep my perspective. There's no point in being successful if you think exactly the way you thought before.

like irresponsible or maybe a bunch of irresponsible things?

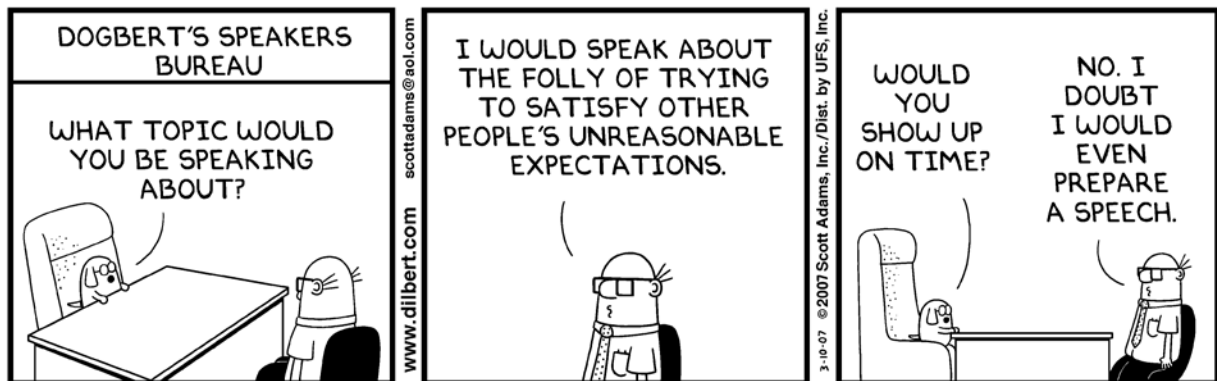
Adams: I own a couple of restaurants.

Werts: I've read about them, in San Francisco. I'm not sure that restaurants counts as being irresponsible.

Adams: A lot of people think it is ... And I don't have any restaurant expertise, I have restaurant managers, all that, the working partner.

Werts: Why do you have the restaurants?

Adams: It's completely irrational, there's no rational reason, you just—you want what you want.



you like to talk about yourself?" Well, people pay people to listen to them.

Almost everything I do has that quality about it that people would pay you to do it if they could. The only downside is there's too much of it ...

Werts: Too much happiness?

Adams: Yeah, there's just too much stuff. I liken it to like a bad episode of

Werts: Some people just go completely berserk with the money and turn into Britney Spears ...

Adams: If you look at the people who are nuts with money, they're all people who got it very young. I mean I was well into my 30s before any of the good stuff happened, so...

Werts: So, have you bought something

Werts: What kind of food are they?

Adams: California cuisine so it's a little bit of fish and beef things, chicken and pasta and lots of other stuff.

Werts: That leads into my next question. Many people aren't aware that you have so many tangential interests. You have those other books, *God's Debris* and *The Religion War*, you have the two

restaurants, and you have the blog, and the interviews. And then you're drawing a cartoon every day ... What's keeping you motivated?

Adams: We've touched on that with your earlier question, which is that I only do things that are interesting to me, so there's nothing in that list you mentioned that doesn't excite me. I love going to the restaurant and even hearing about the problems and helping work those out, and I love writing my blog and I really love writing my cartoon. So it's sometimes indistinguishable from my own leisure.

Werts: My dad wasn't a millionaire, but he had enough money to do what he chose. He said, "The difference isn't that you get to buy all this stuff when you have money. The difference is that you get to choose how you'll spend your time." That sounds like that's what you're saying.

Adams: No. In my case, it's completely different.

In other people's cases, it's full pen and paper and, I think everybody at this point is at least e-mailing their work off to the communication companies that send them off to the newspapers. So I think everybody has at least some electronic component involved to finish their work, or they finish it up in Photoshop.

A couple of years ago, I moved to a fully paperless version, so I actually draw directly to the computer now. That's just like paper except much, much better.

Werts: How many do you produce in a day?

Adams: I would just do one a day, but now I'm trying to get my weekends free because I got married this past year. So I'm doing usually two per day during the week.

I started this cartooning thing when I had my day job, so I'd have to get up early in the morning and do my comics

My most popular cartoons ever, the ones that are most reproduced, I personally don't care for, and they didn't take much thinking, didn't take much time. So you can't really predict that well what's going to catch the imagination.

So I don't fret over it. I sit there and within 10 minutes I start drawing a comic, whether I have an idea or not or it's an idea I love, I just start something and just see where it goes.

Werts: My next question has to do with a particular cartoon. When my editor told me I was going to have the honor of interviewing you, my mind went to one of your cartoons that I mailed to our chief executive officer last week. It's the one where the CEO lays a golden egg to justify his \$40 million salary, and our CEO thought it was hoot, which says a lot about her.

And I realized that we use your work a lot in our office to communicate difficult things through the use of humor. And I wondered if other people have told you



Adams: I mean to put it another way: The only thing you could really buy is freedom. It's the only product or service anybody is buying ... Now, it turns out that I like working and I get a lot out of it besides the money. I get a lot of satisfaction, so I choose to spend a lot of time doing it.

Werts: Is technology changing how you do the actual job of creating Dilbert or is it basically the same.

before I went to my day job, and I didn't really have a choice of waiting until the next day because I just would miss the deadline. I learned that no matter what it took as soon as I sat down, or I only had 15 minutes left and I had to do something in that 15 minutes, whatever I cranked out, other people seemed to like it; just as much regardless of how much time I spent doing it. I learned to not agonize because it turns out I'm not a good judge of what my best work is...

that they use your cartoons to communicate awkward, difficult things to each other—not that I was saying my CEO shouldn't be making her salary...

Adams: I hear versions of that all time. I hear people saying, "We are going to implement some specific kind of management program, but as soon as we're ready to roll it out, your comic came out on that topic and it looked so stupid we decided not to." I hear that all the time.

I hear people giving a comic to people because they think it has a message they've been trying to tell them, but couldn't do it themselves without some risk of being fired or ostracized.

It's also true that all forms of communication depend on hitting an emotional note, not just a factual note.

And sometimes all the reasons in the world aren't as strong as that—they recognize some folks in the comic and they realize they're being mocked for being the way they are.

People will change their plan to avoid being mocked, and they won't change their plan because someone had a better reason.

Werts: Our jobs as information specialists vary a lot, but broadly speaking, a lot of us who work in the information industry recognize that we might not know the answer to a question but we know to find the answer. I know many interviewers ask you the same question, which is where do you get your ideas?

As an information specialist myself I might not know the answer to that question, but I bet I could find that answer for you and I'm presuming it would be in the heads of your legions of fans. So I wonder, are you still coming up with ideas for your cartoons, or have you joined our ranks, and are you an information specialist yourself?

Adams: Yeah, I guess I am. I see myself as kind of a filter for other people's suggestions because most of the suggestions come in by e-mail...

And they're not suggestions for specific things, it's not like "here's what's funny," it's usually "here's what's bothering me" or "here's what someone did," or, "here's some problem or here's some trend you have to make fun of," and then I just run it through some formula and apply it to my characters and usually something good comes out of it.

Werts: And it never gets stale or you never start hearing the same things—or maybe you do.

Adams: The truth is that 95 percent

of all the suggestions I get are from people who don't realize that they got the idea by reading a Dilbert strip in the first place.

It's not because they directly read the strip and then suggested that they know it's funny; they see the situation and they recognize it as funny because they've already read it in a Dilbert comic. About

I certainly don't aim to keep my perspective. There's no point in being successful if you think exactly the way you thought before.

5 percent of the things that come in are things that I haven't already done.

Werts: Changes in technology and information resources have had a major impact in my field, which is broadly called knowledge management, and I can see that change reflected in the popularity of your Web site and your blog. And if there is a futurist in you—is there?—how would you see your franchise moving in the next decade?

Adams: Well, Dilbert depends entirely upon the health of newspapers first, and...

Werts: Which some people say are not so healthy.

Adams: Yeah, but they said that about radio when television came along. So there's a good chance it will work in some fashion.

Werts: Would you consider yourself a technophile? Do you use some of the contemporary technologies such as really simple syndication, podcast, webinars, and so on. How do you see these kinds of technologies affecting how we learn and change over the next few decades?

Adams: Well, that is a gigantic question. I don't know how to...

Werts: All my questions are gigantic, I don't want to bore you.

Adams: I would say that, first of all, as far as my strategy, I tend to be more of a content guy, so as the distribution systems change and ways you order them shift, I'll following that trend, I won't be pushing it.

It was a little different when the Internet first came on. I was early on the Internet because I didn't have much to lose and everybody told me, "Don't put your comics on the Internet for free because then no one will want to buy it because it's already for free." But it turned out to be the biggest marketing boon I had.

I think my days of being first might be over, because whoever goes first is either going to be a hero, as I was lucky enough to be at least one, or get the arrow in the back. I'd probably be a little bit more conservative now on how the market changes.

Werts: Well having been first, do you think you were a hero or got an arrow in the back?

Adams: It made it safe for comics on the Internet, because for a long time people were holding back ...So it helped me. Obviously, I'm watching any other technology that comes along.

Werts: What is the question that you really wish interviewers would ask you?

Adams: Well, you know, most of the interviewers ask me that question.

Werts: Give me some pearl of wisdom that you've never said before, because

I know you haven't talked to our kind of group before.

Adams: I often bring up a topic and rather than researching it, I just kind of put it out there and confess that I don't know all the details.

Werts: On your blog?

Adams: Yes. And then hundreds of people would comment and they basically fill in all the details.

Werts: That's pretty easy. You don't have to do any research.

over, but a ton of people say I don't read your comic or I didn't read the comic until I read the blog.

Werts: Is there any question you really hate the interviewers asking you?

Adams: No, there aren't any questions I really hate. This is good. I like [your questions] because they were in-the-face, so I got to talk about whatever I wanted to talk about.

Werts: So any time you get to just talk as much as you want about yourself you love it?

in person, there's a good chance that I won't be able to talk.

Well, yes. There's certain sounds that I can say and certain sounds I can't say so I end up answering questions with words that seem unfamiliar because I can't say those words and I can say other ones...But most of the time it doesn't have much impact unless I'm going to lunch, so I don't go to lunch much. **SLA**

Notes

For your daily dose of Dilbert, see www.dilbert.com. The Dilbert Blog, which Adams updates regularly, is at <http://dilbertblog.typepad.com>. The Dilbert cartoon strips used with this article are © 2007 by Scott Adams and reprinted with permission of United Feature Syndicate. They may **not** be reproduced or redistributed without permission from UFS. For details, see www.dilbert.com/comics/dilbert/info/faq_and_contacts.html#31.

The only thing you could really buy is freedom. It's the only product or service anybody is buying.

Adams: The beauty is that the old model is that whoever was the artist, whoever was the pundit, whoever had the, real estate in a newspaper or whatever, they got to put their opinion out there. So I've been doing the opposite where I don't offer my opinion. I usually say I don't have enough information to have an opinion.

And then hundreds of people try to fill in the information and you could believe what they're filling them with, usually links...I say this is the topic and these are things that are not known, and people rush to fill in the details because people like talking more than they like listening.

And the beauty of the blog is that I get immediate feedback. It's more immediate than any kind of feedback other than being on stage in front of people. And it changes what I write the next day.

Werts: But it is mostly your fans, right? You get people who are actually disagreeing with you?

Adams: They're not exactly the same as my comic fans, there's a lot of spill-

Adams: Well, again, it gets back to that point—I have the kind of job that people would pay to do... But maybe one interesting thing [is] about my issues with my voice... The bottom line on that is that I can talk in certain contexts...not in other contexts.

Werts: What context can't you talk in?

Adams: At lunch it turns out.

Werts: You mean while you're eating?

Adams: I can't talk if there's like a background hum...and a restaurant is buzzing in the background. And this is—it's tough to explain. It's not an issue that I can't speak loudly enough because, you know, I'm speaking loud enough right now and I'll speak loud enough when I'm giving my keynote.

There's some kind of auditory interference that goes on with this condition that I have, so that if there's noise coming in, I can't produce sound out of my throat.

My point is that I can talk okay on the telephone most of the time and I can give my keynote, but when you meet me

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How To Take Better Conference Photos

USE THESE TIPS FOR PROFESSIONAL RESULTS. YOUR SUBJECTS WILL BE HAPPY, AND YOUR WEB SITE OR NEWSLETTER WILL SHINE.

BY CYBÈLE ELAINE WERTS

How many times have you gotten back from a conference and found that your photographs were, well, pretty darn bad! Maybe the flash made everyone look like ghosts, or everyone was making silly faces at the camera or had little devil horns behind their heads. Kind of puts the kibosh on a good memory of a great trip, not to mention discourages you from sharing those photos on your Web site or newsletter.

You might be a great photographer at your family picnic or even when taking portrait pictures of your niece, but taking photographs at work events is a different skill. Professional events are fast moving because speakers often stand up and speak or introduce someone for only a minute or two, which means you only have those two minutes to catch them with your camera. No do-overs!

You must be prepared and have everything ready for this two-minute window. This article will give

you the tips and techniques to take pictures you'll be proud to share around the office. And once management knows they have a skilled photographer on their hands, you'll find that your skills and the products you provide will be much in demand. Here are some things I've learned from photographing a number of work events.

Preparing Your Camera

Turn the Flash Off

Most indoor events have enough light to take photos without a flash. If the room seems dark, turn on more lights—there usually are a variety of lights available at most hotel conference rooms. Using the flash indoors is annoying to event participants and causes them to be very aware of you, which is exactly the opposite of what you want. Even worse, flashes tend to make people look ghostly and not at all attrac-



Reject this kind of photo. And turn off the flash unless you have a professional flash attachment and know how to use it. The subjects are too brightly lit and look like ghosts.

tive. Unless you have a professional flash that is designed to work effectively, turn the flash OFF.

Turn Your Display Off

While using the display on a digital camera is convenient, it also sucks up battery power at an alarming rate. This causes two problems: First, you will run out of battery power sooner. Second, you will have to wait 10 to 15 seconds between pictures for the camera to warm up again. That's a long time if you only have a minute or two to catch something in action. Use the viewfinder instead, and you'll be able to take many more photos in the same amount of time.



Consider rejecting this photo. The participants, obviously having fun mugging for the camera, may look silly in the context of a newsletter or Web site.

Set the Camera for Maximum Resolution

Digital cameras can take photographs at varying resolutions. Even if you don't know what this means, and don't want to—you'll want to take your photos at the maximum resolution. It's like an apple. You can take a big apple and cut it into smaller pieces, but if you start with small pieces, you can't stick them together to make a big apple. If you start with high resolution (like 300 dpi for printing) you can always reduce it later to a low resolution (like 72 dpi for Web sites). But if you start at 72, you're stuck with it forever.



Reject this photo. Your subject obviously doesn't want the paparazzi around.

Keep the Camera On

Your camera does not lose much power when it's left on for long periods, so leave it on for the duration because you never know when that special photo shot will happen. The best shot that ever happened to me was when a little field mouse came running through a meeting I was in. I quickly rescued it under a water glass and held it up. An enterprising photographer (who had his camera on, of course) took my photograph at that very moment, a photo I still have!

Take Lots of Photos

At the last two-day conference I attended, I took no less than 750 digital photos! It may seem like overkill, but I'm glad I did, because so many of them came out less than perfect. I actually ended up with about 100 great pictures that we posted on our Web site along with an article about the event. The advantage of digital cameras is that you can take 25 photos of the keynote speaker and it doesn't matter if 24 of them show her frowning, pulling a face, or otherwise looking less than fabulous. As long as you get that perfect one, you're set. If you only take three photos of the speaker, then your chances of the perfect photo are far lower.

Fake the Shots of Speaker

Speakers often do their official presentations in the dark in front of PowerPoint presentations, which is pretty much the worst possible picture-taking situation. I often visit the speaker just before or after their presentation and ask for a few good shots that are, well, faked! I turn all the lights on and ask the speaker to tell me about something she feels enthusiastic about. Soon enough she's smiling and gesturing and we get some great photos.

What Kind of Camera?

I recommend any one of the Kodak EasyShare series of cameras along with the docking station (very important) although you do not need the



Keep this photo. Another conference attendee was ready when Cybèle caught the mouse in the meeting room.

photo printer if you have a good color printer. I bought mine because it was one of the *Consumer Reports* Best Buys. I have bought several more over the years because they are far more user friendly than other digital cameras I have used, and the docking station provides instant download and recharging capacity. This said, most cameras made by well-known camera companies will work just fine. Be sure to get one with a zoom lens.

About People

Who's Photogenic?

Do you know how many people tell me "I'm not photogenic?" All of them! Something about photographs bring out people's insecurities. I tell them that there are no un-photogenic people, only bad photographers. After they laugh, I tell them that I'm a good



Reject this photo. The subjects don't look engaged.



Keep this photo. What a great moment! Aren't you glad the camera was on?

photographer, and that I can even give them hot pink hair if they want. I promise them that I'll delete any pictures that make them look less than fabulous. This usually relaxes them a little. Don't embarrass your subjects by keeping photos of them chewing like a cow or half-blinking their eyes. Respect people's needs to look attractive.

Hang Back if You Can

Because people are nervous about being photographed, you will want to be as quiet and out of their way as possible. Stand back. Don't walk in front of the audience or between them and the speaker unless you can't help it. Be unobtrusive. This is where dressing like the participants and having a zoom lens on your camera really helps.



Keep this photo. The audience is engaged in the presentation—and obviously didn't notice the camera.



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Optimizing Your Shots

Circle the Room

A room of people may seem static but, in fact, things change from moment to moment. The best way to capture these moments is to continuously walk around the perimeter of the room, slowly and not so obviously as to draw attention to yourself. If there are breakout rooms or other places to visit, wander over to those as well then come back. You'll be surprised at what has changed in a few minutes.

Zoom In

Use your zoom lens as much as possible, which allows you to stand farther away from your subjects. Why do this? It prevents them from realizing that you are taking their photo, and allows you to catch them in unposed moments.

Point It and Fake It

I often have an idea of someone I want to take a photograph of but I know I'm in his or her line of sight and that they'll move if they see me. So I focus on the speaker and then quietly turn toward the person I'm actually aiming at and take the photo quickly. It works every time.

Preparing for the Shoot

What to Bring

- The camera! (sounds obvious, I know)
- Your keys on a keychain that can be hooked on your belt so you don't have to carry them. You'll want this because you're better off not carry-

ing a purse or bag. Keep your hands and arms free for the camera.

- A handy two-ended brush & lens cleaner. Clean the camera in your car just before you go in, and then leave this item in your car.

What to Wear

Wear clothing that you can move, bend, and walk in. For women in a professional situation, this translates to a long skirt or pants (so you can bend over comfortably), flats, and a shirt that is not low cut. Wear washable clothing that is fairly light as you may perspire. Dress as much like the participants at the event as possible so you will blend in. **SLA**



Keep this photo. By standing back and using the zoom, you can get an intimate shot of a thoughtful moment.

A Special Librarian Creates a Special Library

WHAT STARTED WITH A BROKEN STOVE LED TO A NEW PROJECT TO BRING LITERATURE—AND LITERACY—TO CHILDREN IN AFRICA.

BY FORREST GLENN SPENCER

There is hope under construction in sub-Saharan Africa. The first Lubuto Library is opening this spring in Lusaka, Zambia. It is an ambitious endeavor to give homeless children affected by the HIV/AIDS epidemic a rich haven where they can read books and learn.

The disease has ravaged that nation and the parental core of its society. According to a 2002 survey, one in six Zambians ages 15 to 49 are infected with HIV; young women ages 15 to 24 are infected four times more than their male counterparts. It is estimated that 1 million Zambians are living with HIV; a

Zambian's life expectancy is 38.1 years, one of the lowest in the world.

One result of the epidemic is that one in five children is orphaned, many living on the streets and without hope. These are the targets of the Lubuto Library Project.

The project is the brainchild of Jane Kinney Meyers, an SLA member in Washington, D.C., who has had a long association with that part of Africa. She is the president and board chair of the non-profit organization founded to give these children a place of learning and connection.

"It is a project that is targeting the most vulnerable of children affected by HIV/AIDS who are primarily out of school because of the epidemic," Meyers described. "We are building publicly accessible libraries for them. There is no other project like this that is trying to reach those children and, at the same time, engaging U.S. children in the effort. The libraries will be initially stocked with a collection of books primarily—at this point—that we gather

Jane Kinney Meyers

Joined SLA: 1982

Job: President and chair of the board of directors, Lubuto Library Project, Inc.

Experience: 30 years

Education: MLS, University of Maryland College of Library and Information Services, 1978; bachelors, University of Arizona, 1976 (Summa Cum Laude, Phi Beta Kappa)

First job: Reference staff at the National Agricultural Library

Biggest challenge: Finding financial support for the Lubuto Library Project





The Reading Room of the first Lubuto Library under construction in February.

here in the U.S. in programs working with schools, many other librarians, volunteers, and people involved with the publication of children's books."

Each library is designed to hold a book collection of 10,000 volumes. At present, 5,000 books, all in English, are being sent initially from the U.S. The libraries will have a specialized classification scheme to provide access that is simple and sustainable. The project also is attempting to connect the children with traditional storytelling and indigenous tales in many local languages that are no longer in print.

A Lubuto library will be composed of three structures, based on indigenous architectural styles and following the traditional layout patterns of Zambian homesteads. There will be a reading room, an arts center, and an entrance structure.

"We'll have story-telling events," Meyers said. "We'll have children transcribe stories and make books for their own libraries. We'll have them tell their own stories. There's going to be much

more enrichment...that's very specifically tied to local culture. There's almost nothing for children in print in the Zambian languages. Zambia has seven main languages, and you could hold in one hand the number of books that are in print for children. It's very sad, and the reason this is important to our mission is that we want to build literacy,

and it's easiest to learn to read in your original language."

More Libraries Planned

The library opening this spring in Lusaka is the first of 100 libraries the project plans to build in Zambia and some neighboring countries, like Malawi. The plan is to open two more libraries in



Model of the first Lubuto Library Project library.



Jane Meyers, left, with Zambia Permanent Secretary of Education Lillian Kapulu, at the White House Conference on Global Literacy at New York Public Library.

Zambia this year. The project selects sites where there are at least 500 children ages 5 to 18 within walking distance.

The collection will emphasize informational books.

"When people want to donate books, they generally give fiction," Meyers said. "We request donations of non-fiction, informational books. But if people insist on giving fiction we recommend sending us the classics, folk stories from different cultures, or beautifully illustrated picture books—that sort of thing because, by definition, classics transcend cultural differences.

"In Zambia, we added materials on HIV/AIDS and dealing with psychological trauma that some organizations are creating for an African audience. We don't include magazines and periodicals, and we're asking for brand-new or like-new books."

The Lubuto Library Project has gotten help from individuals at the National Geographic Society, including many National Geographic books. "Almost everything they publish is in English and a good choice for our libraries," she added, "because they're beauti-

fully illustrated about the whole world." Guidelines are detailed online at www.lubuto.org.

In addition, Meyers said, biographies are a good fit culturally with Africa. "There's a sense of the largeness and dignity of individuals who have come from nothing and overcame odds. I cannot think of anything better for these children."

As construction of the first library nears completion and the books are readied for air shipment, plans are being made to build the next two.

"We are working closely with the host organizations and communities in Zambia to seek construction funds," Meyers said. "We've gotten tremendous support in Zambia from the business community and other governments, as well as the U.S. Embassy. Our indigenous library design is beautiful and will create permanent structures that are rooted in the community."

Meyers has had a long history with Africa, living first in Malawi for almost four years from 1986 where she ran a World Bank-funded development project and a second three-year posting when she followed her husband to

Zambia in 1998 on behalf of his work with the International Monetary Fund.

But it was a broken stove that began a series of chain events and led to the creation of the Lubuto Library Project. Meyers recalled how she and her husband needed to replace a stove because two of the burners did not work. They could not purchase a new one locally so IMF shipped them a replacement. Meyers called a friend who ran a large AIDS project in Zambia and asked if anyone could use a working-stove with two broken burners.

"My friend took me to this place in the middle of Lusaka called the Fountain of Hope. It was run by young Zambians who volunteered full time. It was started by four young Zambian men; but by the time I came there, there were about 25 volunteers who came there every day and took care of some 600 street kids who came to this center," Meyers said.

"They were given this dilapidated old building by the city and they got some occasional donations from the World Food program, so they were able to offer meals once every four days to these children. They started a little informal school, and I went and spent the entire day. I couldn't believe what I was seeing and how incredible these people were, by doing this work. By the end of the day I asked if I could come another time and read to the kids. They were puzzled by this request but they said sure. The next Friday I showed up with a bag of books and I started reading. Eventually word got around and more people joined in. It was satisfying and rewarding. I became a member of Fountain of Hope's board and started going almost daily."

After a couple of years, a container from the U.K. arrived in Zambia. It contained wheelchairs and medicine that the center was expecting, but it also, unexpectedly, held books.

Meyers went out to the airport and examine several thousand volumes that had apparently been weeded from British libraries, mostly non-fiction. The thought of adding a library to the Fountain of Hope center was born. A 20-foot shipping container was donated



Meyers with Bono.

to be used as the structure. By the summer of 2001—around the time Meyers and her husband were planning to return to Washington, D.C.—the Fountain of Hope library opened.

“It was a big event with members of the Zambia Library Association coming during Library National Week,” Meyers remembered. “The U.S. embassy provided a bus so members of the association could come out, visit, and read to the kids. They asked if that we could continue linking them directly in this way with the street children.

“On the flight back to the U.S., I

told my husband that I didn’t want to go back working in a downtown library but to continue doing what I just did in Zambia, and he said, ‘Well, start-up your own NGO.’”

Meyers spent the next couple of years thinking about that possibility and talking with others—motivated by reports from the Fountain of Hope of the effect the library was having on the community. Many of the youngsters—thanks to the availability of the books—were able to pass entrance exams and take advantage of scholarship money to attend high schools.

“Once I heard this I realized we had to make more of these libraries available,” Meyers said. “That’s been the model we used for the size of the collection, the nature of it, and in serving about 500 children. We have learned more since then.”

Help Through DC SLA

To keep the project focused, Meyers moved to start her own organization.

She began getting the word out through the DC SLA listserv and in her children’s school newsletters.

“Through my son’s school we found a lawyer who knew how to form and incorporate an organization and helped us pro bono. Through the DC SLA listserv, I sought space for donated books, book-trucks, and bookends.

“We got the point in our organization where we needed to get our charity status. Again, I went back to the DC SLA listserv asking if anyone knew anybody that could help us. I put that out at the end of the day. At the opening of business the next day, there were a number of e-mails in response.”

Meyers said that most of the project’s financial support has come from book-related professionals. “That’s the incredible thing about SLA members. Some librarians who may have heard me speak at SLA last spring went back to their organizations and asked if they would consider helping our project. Special librarians are centrally unique to

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our profession, the way people will cooperate and network in order to support one another. It's astounding."

Meyers knows personally how libraries can change a person's life. "There's a powerful story that the five children in my family were raised with," Meyers said. "My mother, who was born in 1912, was raised in a poor family in south Philadelphia. When she graduated from high school, she had no prospect in going to college. This was around 1930. She had a job, but would spend all her free time at the wonderful Philadelphia Free Library. Around 1930-1931, this extraordinary woman physician, who had reached the end of her career as a doctor, came into the library and said wanted to send

The library opening this spring in Lusaka is the first of 100 libraries the project plans to build in Zambia and some neighboring countries.

another woman through college and medical school and did they have any ideas. And they said, 'Well, how about Mary Seamon – she's bright.'

"So, my mother got a scholarship through the Philadelphia Free Library. She met my father in medical school at Loyola Chicago. We five kids in my family grew up with the idea that we owed our very existence to the opportunity that came to my mother through that library. My parents—especially my mother—were friends of the public library, especially in my hometown. I even worked there one summer, after high school. I worked in the university library, shelving books. I never consciously thought that one day going into this profession until the end of my senior year."

Meyers graduated from the University of Arizona in 1976 with a bachelor's in English, and then traveled to the University of Maryland for a graduate assistantship. Meyers was able to work 20 hours a week and pay no tuition to earn her MLS.

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"It was a great time to be trained as a librarian," Meyers said, "because it was just at the time things were changing in terms of technology. I remember taking computer programming classes and writing a circulation program in COBOL, using punch cards, and have it spew-back huge printouts because

with the World Bank, she became a member of SLA. "It was the organization that was relevant to what we were doing. We were starting something new in this incredible institution which required a lot of networking and support from colleagues." Over the years, she has become closely associated with members of the SLA DC Chapter, including former President Susan Fifer Canby, who in charge of the National Geographic Society Library, and Ann Sweeney, who has become the Lubuto Library Project's chief volunteer.

Meyers's days are filled with the work of the project. She spends her time mainly on the computer and the telephone, and often in contact with Lubuto's regional office in Lusaka. There's much excitement in many quarters for the potential success and benefits from the Lubuto Library Project.

People have often asked Meyers how they can get involved with international librarianship and she tells them special librarians have much to offer the world because of their inventiveness and entrepreneurship.

"When you're working with other cultures," Meyers said, "you start with the essence of what a special librarian is and then learn what you need to learn about the culture or the specific situation and apply to that. I think special librarians are the ones equipped to work internationally because we are very creative and very, very open. The whole Lubuto Library Project is a very special library approach. If people are interested in working internationally it's important to understand the necessity and the power that networking and the professional support you can get from this community." **SLA**

there were no terminals!

"There was also an advanced reference course in my last year that offered online searching. What was nice at that time was the solid training in reference services, social services – the traditional ways of librarianship – but we were also exposed to new technologies in courses system analysis. I was thinking of becoming an information broker. I knew I wanted to do something a little bit different and but there was something in being entrepreneurial."

In 1982, Meyers began working for World Bank, developing a library for the 750 agriculturists who were employed there. She worked with colleagues in other sectors to consolidate information services into a single library to serve the entire World Bank.

She was offered a position with a World Bank project in Malawi in 1986, introducing CD-ROM technology to the country and establishing the first positions for professional librarians in Malawi's civil service.

The same year she began working



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Everyday Leadership: It's An Inside Job

BY MARSHALL BROWN

Susan worked a whole year to bring a group of high school students from New Zealand to the United States to train other students in an effective form of peer mediation.

William began a weekly meeting for men at his church to fill the need for fellowship and support beyond the annual men's retreat.

Nobody is likely to write a book about Susan or William. But these everyday leaders are creating just as much impact in their workplace, family, and community as the captains of industry and politics described in the pages of *New York Times* bestsellers.

Indeed, the challenges and opportunities of today's marketplace, homes, and communities—of today's world!—require that we all step forward and lead every day, become our own captains and find more of our own personal best to give to the world.

Leadership as a Way of Life

Too often, we believe that leadership is the domain of those with recognized authority, and the title to go with it: CEOs, association presidents, orchestra

conductors, mayors.

"In a world that is changing as rapidly as this one, we need to think differently about leadership," says Susan Collins, author of *Our Children Are Watching: Ten Skills for Leading the Next Generation to Success*. "Leading is not done by those few in high places, but by parents and teachers and man-

world matters—matters greatly—we are leading.

In other words, leadership is a way of life, an expression of our fullest and best nature, our unique gifts. And it starts on the inside.

"Everything rises and falls on leadership," writes John C. Maxwell, in his book *The 21 Indispensable Qualities*

By taking time to relax, herself, she demonstrated great leadership, and in the process reminded her group that it is often the simple things that restore order and balance, and help generate clear-minded solutions.

agers and those governing—all working together to create the world that we want."

When we dare to stand up for our beliefs or to follow through on our big dreams and ideas, when we act as though what we say and do in the

of a Leader. "If you can become the leader you ought to be on the inside, you will be able to become the leader you want to be on the outside. People will want to follow you. And when that happens, you'll be able to tackle anything in this world."

Leadership in Action

Because leadership is inextricably connected to who we are deep down, every leader has a different style. Some lead with their eccentric, charismatic selves on full, charming display. Other leaders bear no banners and sound no trumpets.

Whatever their individual style, leaders that generate high performance in individuals and organizations do the same general kinds of things, according to James M. Kouzes and Barry Z. Posner. Kouzes and Posner, authors of *The Leadership Challenge*, have spent more than 20 years researching leadership, including 70,000 surveys, 1,000 written case studies, and 100 in-depth interviews. Their research revealed the following five common practices of exemplary leaders of all varieties—whether entrepreneurs, community organizers, department heads, or parents.

1. Model the way. Leaders establish principles, create standards, and set examples that establish the environment for the way work will be pursued. Like parents, leaders model the kind of behavior they want to see. For example, during one long, grueling day leading up to an important product launch, Elizabeth took her entire team to a drive-in movie in the afternoon to relax and clear their mind. By taking time to relax, herself, she demonstrated great leadership, and in the process reminded her group that it is often the simple things that restore order and balance, and help generate clear-minded solutions.

2. Inspire a shared vision. Leaders see beyond the horizon of “what is” to the shores of “what could be,” and they do so with the passionate belief that they can make a difference. Whether through magnetic attraction, exemplary modeling, or quiet persuasion, they enlist others in those dreams—or inspire others to envision their own dreams. “Leadership is the art of mobiliz-

MARSHALL BROWN, a certified career and executive coach and founder of Marshall Brown & Associates, has always had a passion for helping people find ways to live more fulfilling lives. He found that a personalized, “no nonsense” approach to coaching was the most efficient and effective way to get people on a successful life course. As a coach, he helps individuals find their passions and encourages them to move ahead in reaching their goals. His first book, *High Level Resumes*, reflects his work with hundreds of job candidates. He holds a bachelor’s degree in psychology from the University of Pittsburgh and is certified by the International Coach Federation, Career Coach Institute, and the Coaches Training Institute. For more information contact Marshall at marshall@mbrownassociates.com or see www.mbrownassociates.com.



ing other people to want to struggle for shared aspirations,” Kouzes and Posner write.

3. Challenge the process. Leaders are always on the lookout for innovation—not for innovation’s sake but to improve the status quo. They are not afraid of experiment and risk, and they consider mistakes and failures as learning opportunities. For example, the peer mediation group that Susan brought over from New Zealand did amazing work training high school students in the unique method, but fell flat at the junior high level. “We learned that junior high students need a different approach,” Susan says. No failure there, just learning.

4. Enable others to act. Exemplary leaders foster collaboration and motivate extraordinary teams much the way parents do: they offer resources, establish necessary boundaries, knock down barriers and guide as needed—all in the name of creating opportunities for others to succeed. Part of the way they do so is by paying attention to the cornerstones of mutual respect, trust, human dignity, and empowerment.

5. Encourage the heart. Leaders recognize the contributions and needs of the human heart. They

celebrate accomplishments, give credit, say thank you, and keep hope and determination alive by making people feel like heroes. There are hundreds of ways to acknowledge how people have contributed to your group’s vision, mission, values, and goals—the only limits being one’s creativity and sincerity.

Leadership as Relationship

Valuing the role of the heart in leadership, Kouzes and Posner make the case for understanding leadership as a relationship, one that requires nurturing and care.

“Whether it’s one-to-one or one-to-many, business as usual or challenges in extraordinary times, leadership is a relationship between those who aspire to lead and those who choose to follow,” according to Kouzes and Posner. “North, south, east, or west, success in business, and success in life has been, is now, and will be a function of how well we work and play together.”

When we step forward and lead every day, we find we make a difference to the success of our associations, businesses, our homes, our communities, our lives—and this gives us meaning. **SLA**

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Turbo Charge Your Job Search

BY BARBARA FLOOD, PH.D.

In his book, *Yearnings: Embracing the Sacred Messiness of Life*, Irwin Kula reminds us that the questions of life are meant only to generate more and more inquiry. He says,

“There are never final answers to life’s big questions; only more profound questions.... We long for a comfortable landing place, the contentment of completion... we all maintain beliefs we consider self-evident: ideas and unquestioned presumptions that surface when the going gets tough, when we feel challenged or most vulnerable.”

Any job search is a time when we feel challenged or vulnerable. It is the nature of the beast. Whether you are just coming out of school with a frightening and challenging debt knowing that the job is the first step to some degree of freedom; or wanting to move out of a position that you have come to know all too well into a situation of more leadership or opportunity, the job search is inherently uncomfortable. We are creatures of habit and taking this step will mean stepping out of our comfort zone.

Whatever motivates you, the process remains one of inquiry about who you are and the presumptions you have made about the world of employment. As Kula says, we all maintain beliefs that we consider self-evident; like how to approach the job market, what our

personal skills and strengths are, and what we would identify as our “weaknesses.”

I remember how delighted I was when I arrived in India ready to offer what I saw as my greatest skills as a volunteer to an international foundation. I had spent years developing successful programs and seminars. I had been a clinician for years and was good with people. Surely they would want me to oversee some program or department where I could demonstrate my talents.

the office looked, how smoothly it was now running and what an impact my ability to organize had made on the department. In that moment I thought, “*Doesn’t everyone know how to organize an office?*”

I then realized that I had never identified the skill I held so naturally; the skill of organization. Clearly I had a belief that was “self-evident.” I believed that everyone knew how to organize an office, a desk, a home...whatever needed to be organized. And I was wrong! I

Clearly I had a belief that was “self-evident.” I believed that everyone knew how to organize an office, a desk, a home...whatever needed to be organized.

Imagine my shock when I was introduced to my position. I was asked to be an *office manager* of a department that, in my opinion, was not working very well. I set about arranging and organizing the office, throwing out old, outdated files, and updating systems to provide an efficient response to the requests that came to the department. It was not until I had been doing this for several months that someone came to me and commented on how great

began to see how these skills had been the foundation of all my professional success. They were the reason why I was a good leader, a good manager, a good clinician. These skills and talents came so naturally that I missed seeing them as part of my contribution.

Much later I discovered the benefits of hiring a professional coach. I learned that it is the coach’s responsibility to encourage us to engage fully in the process of self-inquiry in order to iden-

BOOST YOUR CAREER AT SLA 2007

If you're looking to advance your career or change jobs—or just get along better in the job you have—you'll find plenty of help during the SLA conference. Here's a sampling:

The SLA Career Connection, offsite in the more private Hyatt Regency, creates opportunities for face-to-face meetings between with prospective employers. Check the online Career Connections pages (www.sla.org/content/jobs/connection/index.cfm) for listings with the "CC" logo. That means the employer will be available for in-person meetings in Denver. Follow the instructions to apply for the position and schedule your appointment. Dates and times may vary for each employer from Monday, June 4, through Wednesday, June 6. Free to job candidates.

SLA Career Connection: One on One is your chance to meet privately with career coach Barbara Flood. Tickets cost \$30. Sessions will be held on Monday, June 4, and Tuesday, June 5. Register for ticketed event #555 for June 4 and #675 for June 5. Then schedule your 30-minute session in advance (by May 30) by contacting SLA staffer Shelva Suggs at ssuggs@sla.org. Marshall Brown & Associates is the sponsor.

How to Prepare For, Win, and Keep Your Ideal Job takes a holistic view of career development and the tactics necessary to progress to the top. The all-day seminar on Saturday, June 2, will include discussion of starting the process; self-assessment; changing direction and job focus; the resume and cover letter, marketing and networking; preparation for the interview process; negotiating the job offer and accepting the position; keeping the job; and career growth. During breakout sessions, participants will examine sample job descriptions, resumes, and applications. InfoCurrent Consultant Diane Goldstein and Sylvia Piggott, principal of the Global Information Solutions Group will lead the class, which is presented by the SLA Leadership and Management Division. Register for ticketed event #130. The price is \$299 for SLA members; \$399 for others.

SLA Career Connection: Be in Command of Your Profession will help participants discover their personal map and professional profile—and provide tools to help them land the job they want. Executive Coach Barbara Flood will discuss how candidates can evaluate the market they want to enter and their place in it. The session is scheduled for 11:30 a.m. to 1 p.m. Monday, June 4, in the Hyatt Regency. Free to conference registrants.

Pursuit of Passionate Purpose is the title of Theresa Szcurek's Amazon.com bestseller. At the luncheon meeting, she will share practical pointers for living your career and life with more passion, more purpose, and more success. Copies of her book will be for sale and she will sign them after the luncheon. John Shea of Union Bank of California will moderate the session, presented by the SLA Museums, Arts and Humanities Division. It is scheduled for 11:30 a.m. to 1 p.m. Monday, June 4. Register for ticketed event #580. The price is \$46.

SLA Career Connection: Your Resume is a 30-Second Commercial will provide six strategies for writing a resume and preparing for a job interview. Its premise: The art of writing a resume that will be seen by decision makers is the fuel that will turbo charge your job search. Executive Coach Barbara Flood will lead the session, scheduled for 9 to 10:30 a.m. Tuesday, June 5. Free to conference registrants.

For more details on these and other SLA Annual Conference and Exposition events, see www.sla.org/content/Events/conference/ac2007/index.cfm.

tify our skills and talents. She or he becomes our champion and our mirror, providing us hope and clarity, and reminding us again and again to see the truth about who we are and what we want in our lives. A professional coach can help us clearly identify our goals and create the map we need to follow in order to achieve those goals.

Asking Questions

A coach may ask questions like, "What work environment is best for you? What kind of job would most suit your interests? What are your goals, not just for your career but also for your life?"

Building on your strengths is the most effective first step in the process of exploring and answering these questions. There are a variety of assessment tools that can support this inquiry; the Meyers-Briggs Personality Inventory, People Map System, to name a few. These are *strength based* methods of matching you with the job of your dreams or, as Jim Collins, the author of *Good to Great* would say, "finding the right seat on the bus" where you can truly shine.

After we identify our strengths, how do we continue this process of inquiry? We begin by asking ourselves, "What will it take to make me happy? What is the most effective and efficient way to get what I want?" We begin to identify the dream that connects us from our present reality to a richly imagined future. We begin to form an intention.

The common definition of intention is "a determination to act in a certain way; a carefully calculated plan." But Wayne Dyer, author of *The Power of Intention; Learning to Co-create your World Your Way*, says intention is more than that. He says that there is an energy of intention that we can feel in the air and more importantly within ourselves. Accessing this energy is the first step in ensuring the success of our intention. We gather up our courage and willingness, and with determination set out to accomplish our task, to meet our goal.

We can begin to articulate our intention by approaching writing our resume as a form of dialogue. If we think of the

resume as a tool to invite a conversation, a dialogue, about our intention as well as an opportunity to identify our strengths, the resume can come alive. The construction of the resume can put our best foot forward and make clear how our talents and experience can provide the necessary component that will truly serve the mission of the company.

Contributions

A friend and colleague told me a great story about a trucking company she was working with. The company was involved in a process of narrowing its scope of business and defining more clearly what their niche would be in their industry. As they embarked on this journey each employee was asked to consider what they felt was their contribution to the company. They were then asked to look at which of the company's needs they met through that contribution, their position. And finally which of *their* needs were met by working for that company.

Each employee was given a questionnaire to fill out and the results were shared. With one employee it became clear that this position was not really meeting her needs nor was it the place where her strengths and talents were most effectively used. She and the company began to look at two questions: Was she on "the right bus" but not in the "right seat on the bus"? Or was she simply not on the right bus?

The conclusion that both parties came to with great care was that this was not the right bus. *The company then actively worked to support her finding the right company that could most benefit from what she had to offer.* Engaging in this process of thinking together and sharing a respectful concern for the needs of both the company and the employee resulted in a resolution that greatly benefited all.

In a situation like this, the employee and the company's managers can benefit from the expertise of a professional coach. The coach can help not only with defining one's goals, but the process of coaching is also an active

BARBARA FLOOD, PH.D., is a professional business and executive coach. She offers her expertise in providing opportunities for dialogue, creative thinking and the development of clear intention. In addition to providing one-on-one career coaching sessions at the 2007 SLA Conference and Exposition, she also is presenting two workshops on career management. For more information, see the sidebar, "Boost Your Career at SLA 2007."



and clearly defined form of dialogue where the coach and client begin to think together. In addition, coaching is a great place to practice our interview skills.

We may have never approached our job search as a series of opportunities for dialogue, but in fact our resume and the interview that follows are forms of dialogue. We can use these moments to invite the reader or the interviewer to "think with us" as we uncover the position where we can most successfully contribute to the well being of the organization and our own interests simultaneously.

You might ask the interviewer, "What are you looking for in an employee? What are you envisioning for this position? What would you like to know about me so that I can share with you how I might meet the needs of your organization?"

Coming to an interview knowing that it is your opportunity for dialogue, for considering together how you, might serve the organization and how the organization might also benefit you sets you on a ground of equal footing and equal respect. You can now begin to think together to determine if you are the right person for the position.

Although a job search is a time when we feel challenged or vulnerable, if you become comfortable with the process of inquiry and creating an intention, you will be successful in creating dialogue and finding "the right seat on the bus."

In summary, to turbo charge your job search you will need to fuel your engine by;

- Clarifying who you are and building

upon your strengths and talents.

- Creating a powerful and dynamic intention.
- Inviting dialogue through your resume and your approach to an interview

I love this quote from Lance Secretan, who reminds us that "*The best way to predict the future is to create it.*" We create it through how we think about our job search, prepare our resume, and approach an interview **SLA**

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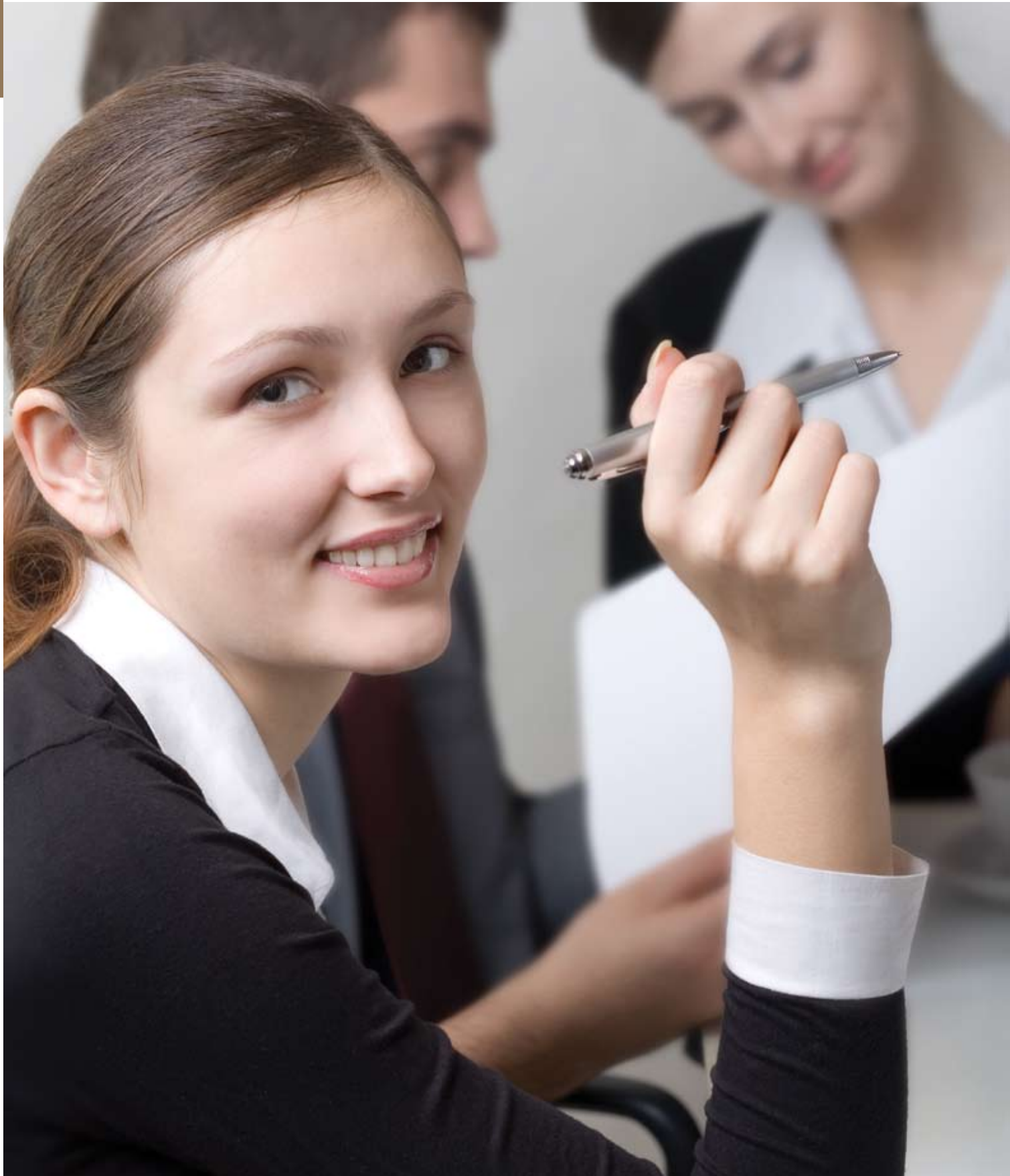
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Who's the Best Person to Show New Employees the Ropes?

INFORMATION PROFESSIONALS—AS EMPLOYEE GUIDES—CAN MAKE THE DIFFERENCE BETWEEN ENTERING THE WORKPLACE ON THE FAST TRACK OR THROUGH BACK-ALLEY DETOURS.

BY ANNETTE FELDMAN

Many years ago, I had a boss who was an alcoholic. Not the kind who overdoes it at holiday parties, but the kind who leaves the office several days a week at noon for “lunch” and returns an hour and a half later, quietly smashed and unable to function for the rest of the afternoon.

This situation, of course, was not outlined in my job description or at any point in the interview process. Nor was it explained to me when I was hired or in any of the orientation meetings that I attended. It was assumed that after a couple of weeks on the job, I would figure out that this was acceptable as the status quo and that anything I needed from my boss had better be taken care of in the morning.

That's an extreme case, to be sure, but it illustrates one kind of knowledge that newcomers to organizations lack—knowledge of the corporate culture.

While an official job description may

tell part of the story, there are many things about joining an organization and potential roadblocks on the way to becoming a productive employee that never make it to the human resource file. These include not only levels of tolerance for personal problems, but also other aspects of interpersonal relationships, who in the organization knows everything and who just thinks he does, unofficial preferences for vendors and suppliers, preferred methods of communication, and a million other small and not so small elements that everyone who works there “just knows.”

The faster a new employee figures these things out, the faster he or she can begin to bring value to the organization. So, what is the quickest way to become an old hand? Start meeting the right people, right away.

In my work as a consultant, I have been the “new employee” dozens of times over. I know that some organizations are quite understanding of the fact that it can take a while for employees

to learn the ropes. I recently worked in a library where my manager said they expect a new hire will master her job in six to eight months.

Find the Librarian

However, as an information consultant, clients are not so patient when being billed an hourly or daily rate, and consultants are expected to hit the ground running. Once I've gotten my official assignment, my strategy for getting acclimated quickly generally includes finding and establishing relationships with the people in the organization who know everything about the place, often the clerical staff, and listening to what they say. In a small organization, this may be the best way to learn the lay of the land. In larger organizations, I want to find the librarian.

In 1988, Peter Drucker wrote in *Harvard Business Review* that for organizations to make the best use of the knowledge that is contained within them there needs to be an awareness

of who depends on whom for what kind of organizational information. This has never been truer than it is today, and if you are lucky enough to work as a librarian or other kind of information professional, here is a prime opportunity for your department to bring added value to your stakeholders by taking what you know about knowledge relationships and helping newcomers become productive sooner.

Mentors do not replace learning your own lessons, but can speed them up and having a solid resource like a mentor with you as you build your own communities of practice is a great thing.

There are many kinds of calculators for figuring the cost of hiring a new employee, and most of them include some allowance for the learning curve after the job has been filled and before the new employee starts being productive. In world of “how have you justified your library budget today?”, here is an opportunity to include lowering the cost of that new employee’s learning curve among your demonstrated contributions.

There is no question that some things, such as whether it is better to schmooze with your boss or get right to the point, each person will have to figure out for himself. However, much about how information moves through an organization can be learned from people who have been around a while and since it is a librarian’s job to facilitate this movement, who better to have as a guide?

Often, new hires are welcomed with orientation meetings, on-or off-site training sessions and possibly being assigned mentors to work with. While there is much to be learned from all of these methods, having a good mentor is probably the best way to make good connections within the organization in

the shortest amount of time. Like the time-honored practice of apprenticeship, having a mentor gives you a chance to see your daily challenges through the eyes of someone with more experience than you have. Mentors do not replace learning your own lessons, but can speed them up and having a solid resource like a mentor with you as you build your own communities of practice is a great thing.

Employers expect newcomers to have the skills to do the job for which they were hired. They expect lawyers to have attended law school, librarians to hold an MLIS, and bus drivers to know how to drive a bus. However, as is often cited in studies of practical knowledge management in organizations, it takes time for a person to get to know the organization before she can fully exercise her expertise. In the language of knowledge management, all of the manuals and knowledge artifacts handed out in training sessions

may help transfer explicit knowledge to a new employee, but the tacit knowledge can only be developed by experiencing the work first hand.

What You Can Do

OK, so what can the librarian do? Most librarians are very good at acquiring and organizing the external resources that their users request, and the good ones are proactive in forwarding new resources to those whom they think might be interested. But there is more you can do toward making new employees feel at home sooner.

As an info pro, you can play a significant role in organizations because you know who knows what and can help people connect with each other. Even where there is no formal mentor program, you can informally hook up new employees with others who tackle similar topics and have more experience with both the subject matter and the organizational culture. You are uniquely situated in the organization to know where knowledge resides. You can either keep that information to yourself, or put it to work for the organization.

Just as you would not subscribe to LexisNexis and not tell users how to access it, you need to connect users with internal resources, such as their co-workers, that you know can help them. Those of us who take advantage of communities of practice—whether within a workplace setting, SLA, or on

As an info pro, you can play a significant role in organizations because you know who knows what and can help people connect with each other. Even where there is no formal mentor program, you can informally hook up new employees with others who tackle similar topics and have more experience with both the subject matter and the organizational culture.

professional discussion lists—knows the tremendous benefit of having a network of people who share the same vocabulary and experiences. Librarians can facilitate communities of practice among employees by introducing newcomers to others in the firm who share their professional interests. Think of it as the equivalent of Amazon.com's "people who bought this book also bought..." But in addition to finding out what those other people read, you get an introduction to those people and all of the accumulated knowledge they have on your shared topic of interest.

You may already be making these kinds of connections between current employees in your organization. Perhaps you have noticed, as I have, that most people would rather talk about their work situation with a knowledgeable colleague than read a

In world of "how have you justified your library budget today?", here is an opportunity to include lowering the cost of that new employee's learning curve among your demonstrated contributions.

new resource cover to cover. There is nothing like talking to an expert to find out what you need to know, or where to look to learn more. A few strategic introductions will outdistance every user manual on the shelf for filling in the useful details of daily work in an organization and you know who the experts are.

So how do librarians acquire all of this organizational knowledge? Organically arising communities of practice are great, but tend to shrivel under the

watchful eye of management. People have good reasons for not wanting to contribute to company-sponsored knowledge sharing initiatives. They are too busy, or don't trust their bosses or coworkers with their hard-earned knowledge. Maybe they fear for their own jobs if others find out what they do and whom they know. Think about what happens when the boss tries to join the discussion at the water cooler. Surveys to collect data about employees' interests are often ignored; and

HELPING NEW HIRES GO FROM 0 TO 60

HERE ARE FIVE THINGS YOU CAN DO TO HELP FAST-TRACK NEW EMPLOYEES:

1. Find them quickly. Do what you can to be in the HR loop so you know when new hires are coming on board (the people who set up their phones and computers will know when they are starting—you should too). Introduce yourself in person, and let them know briefly what you can do for them. Be a friendly and informative resource before they get too swamped with work to be able to come looking for you.

2. Take them to lunch. But not at the top restaurant in town. Invite them to join you in the company cafeteria, or wherever you are likely to run into a few people they should meet. Make some quick introductions and mention something that the new hire has in common with his or her colleagues—get some connections growing. If your company does not have a lunchroom, consider setting up a monthly brown bag to facilitate sharing ideas outside of the regular workplace silos. If your industry has continuing education requirements, this can be another forum for helping busy employees meet those goals.

3. Invite them in for a quick tour. Even if your library does not have much in the way of a physical collection, it is definitely worth inviting new hires in to see your facility and meet anyone they are likely to speak to. Remember, some people

are afraid to ask questions of librarians. Reduce their hesitancy to pick up the phone or send an e-mail by letting them get to know you and your staff before they are in need.

4. Sign them up for training. Make sure you offer frequent classes for whatever relevant online tools are needed, and be proactive about asking the new hire when he or she wants to come. And, if your vendors provide their own training, don't just hand them off to the vendor's trainer—stick around and see how the session goes. Their questions will help you know what their areas of interest are to help you match them up with others who work on similar or related topics.

5. Make some matches. As get to know the new hire, offer introductions to others who may be good contacts in the company. Don't hover or be overbearing, and know that not every connection that looks good to you will click, but one or two solid matches can make a tremendous difference in getting a new hire to the point where they can stop being the new kid on the block and start getting something done.

even if they are completed, assignments change and the information becomes quickly outdated.

Employee Interests

But in organizations with libraries, people who use the collective resources do make known what they know, by the questions that they ask and by the resources that they use. If you are tracking reference requests, you already have a basis for knowing who is currently interested in what.

Most libraries use their reference request database for budget allocation and to track which departments use their services. However, many don't



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Human resources may have the broad view of company history and stated goals, but not likely a good understanding of the content of each employee's position.

keep detailed enough records or check the database to avoid having one librarian redo a search that another has already completed. By tracking the content of requests, a picture of who knows what, both in the library and among the users, can emerge.

I can see you nervously eyeing the pile of materials on your desk already awaiting processing. Relax; this does not require an elaborate system to catalog requests. It is a perfect application for tagging, where librarians can create an institutionally appropriate taxonomy of tags to associate with each request. By adding an additional searchable field to whatever kind of database you already have for tracking requests, you can turn your request tracking system into the basis of a de facto institutional yellow pages.

Librarians are also often responsible for tracking and billing back use of external databases and other resources. This can help them paint a picture of the kinds of information requests that users

have that are not being routed through the reference desk. Applying some analysis skills to the monthly usage and billing reports can yield information about who has been researching what at their desktops. Talk to your library relations or customer service manager

great resource as well.

One last thing: Of course, you will need to collaborate with human resources and employees' supervisors in this process, but it is important to understand why this is a function best led by librarians and not by either of these groups. Librarians who are actively seeking to facilitate the flow of information have both a company-wide view of organizational goals and a familiarity with the content being used by employees.

Human resources may have the broad view of company history and stated goals, but not likely a good understanding of the content of each employee's position. Departmental supervisors will know the content, but may be isolated in their own information silos and not be able to make connections across departmental or geographic boundaries. It may take some diplomacy to work out the details with these groups, but if you can demonstrate the benefit of buying into this process, they will have the opportunity to see the lower costs and higher productivity associated with each new hire.

Mary Ellen Bates asked the question very succinctly at the SLA Conference last June, "Will librarians become highly paid 'knowledge officers' or merely filing clerks?" If it is to be the former and not the latter, it will be because we are able to take the skills and the information that we have and put them to use in a way that demonstrates our value to our organizations. We need to be on the lookout for opportunities to do so. **SLA**

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Earning the Right to an Opinion Requires Real-World Experience

When people ask what you think, be ready to tell them. But make you know what you're talking about.

BY STEPHEN ABRAM

"In my opinion..."

"My experience tells me that..."

"My best advice is..."

"My considered opinion is..."

"If it was my choice, I would..."

Professionals start sentences like this. Professionals are respected for their opinions because they have the education and experience to make good judgments. They are thoughtful, authoritative, respected, and trusted. All of these qualities can be lost in an instant with our users if we play loose with our opinions. Some information professionals seem to still struggle with having the

Too often—actually the majority of the time—they have little to no actual experience with the technology they are criticizing. It's just an opinion or feeling.

confidence of our opinions.

As technology choices are an increasing dimension of our users' life decisions, and information becomes an even more essential part of our enterprise's DNA and decision-making workflows, we, as our organizations' information experts, must step up to the plate and offer a *professional* opinion.

It's an exciting time in our professional lives when we can more strongly position ourselves for our expertise, as opposed to just our collections and databases. Expertise isn't just our information skills. It's also about the role we play in advising our enterprises about content, technology, and the best choices for our environments and our users' needs.

Are we ready? I don't know. I have had many conversations about this topic in the past few years and followed many conversations on SLA discussion lists, conference panels, blogs, and so on. I worry when I see statements that some new technologies have no place in special libraries. I've seen and heard folks make blanket statements about this. I am not truly appalled until I ask them what their experience with these technologies is. Too often—actually the majority of the time—they have little to no actual experience with the technology they are criticizing. It's just an opinion or feeling. I try not to let my jaw drop. So, jaw firmly clamped, I ask why they feel as they do. Often it's driven by media hype, experience in observing a few children, or some other information process that resembles hearsay more than research.

(On a slight tangent, I hear colleagues often comment on the quality of library schools and their graduates. Again, I ask when they were last there, saw a class, or met a student. Too often, their opinions are informed by their own experience decades ago, and they've rarely returned or even seen a range of library education programs.

Again, I find too often that they have an uninformed opinion and still feel strongly that they are right. That's interesting and sad. Having actually visited dozens of schools, taught in a few programs, and met so many student SLA members, I can only say I am impressed. I trust my own experiences.)

So, if you're a regular reader of this column, coming into its sixth year, you'll know that I am a big fan of experience-based learning. I also believe that experience trumps book learning every time. If we want to be perceived as thoughtful, authoritative, respected and trusted we need to have the bona fides. That means that we should have *at least have played* with many of the most interesting and leading edge new technologies. We don't need to adopt them all into our regular work lives—not at all. We don't need to bet the business on transient or in-development tech either. We just need to have a better-informed opinion than our users and clients. They have a right to get the best opinion possible from their information professional.

So, here are a few things that I think that we need to be experts in. This is a great place to start to position ourselves as experts. (We could even play with each and blog it or offer our insights and informed opinions in the company/library newsletter or library intranet.)

Content

Our users are challenged by making decisions about what content they should choose. Many falsely think that the Web might be enough. Arrghhh! We make great collection development choices for our enterprises and, still, free Web search engine bullies have a major mindshare. We need to get more comfortable in presenting best choices in both print content and e-content, including all media. We need to make

sure that we're positioned as format and container agnostic and as the best place to ask for advice on podcasts, streaming media, blog searches, YouTube, Technorati, Podscope, ODEO, iTunes, and more. This space is emerging as one of the most exciting places to play with content right now.

Instant Messaging

One way that information and knowledge transfers very effectively is through conversations. Telephone conversations and our in-person reference interviews and research conversations are excellent examples of how we have great competencies here. In the Treo/Blackberry world, text messaging is becoming the equal of actual voice calls. In the PC/Mac world, instant messaging is the norm for those under 30. IM clients like AOL, MSN, Yahoo!, and ICQ are must-haves for people who give advice and service.

Are we ready to use these and add voice, links, and video? Are we ready

to handle conversations with everyone using easy aggregators for IM conversations like Meebo, GAIM, and Trillian? There's a new presence in this space called Twitter. I am not impressed that it's a great new tool, but I have played with it. I can see enterprise use for keeping in touch in the short term during corporate events, conferences, or special work teams. You never know. It's easy to play with these tools by corresponding with fellow SLA members.

Gaming

I am surprised at the vehemence of opinions among adults, and fellow SLA members, about gaming. Even with the average gamer now about 32 years old, many folks still see this technology as merely play.

It appears that the world can be divided into those who "get" gaming and those who despise it. On one SLA discussion list recently, several posters expressed the opinion that games had no role ever in special libraries, but

maybe they could find a place in public libraries. I was distressed at the lack of understanding here. Gaming is one of the largest revenue generators in the publishing space. That alone makes it worthy of further investigation. Games have found great success in the training and development arena.

If your library supports employees, there may be a role here for your skills in ensuring identification and access to these collections. Games are a key to the training and development of our military; many of the major consumer titles were developed first for military purposes. Many advertisers are working on understanding how to add game play to their marketing strategies. The point with gaming and special libraries is to understand them enough to advise and imagine a potential role. Imagination is the key. Closed minds aren't.

Virtual Worlds

Often confused with gaming environ-

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ments are virtual world ecologies like Second Life and Active Worlds. Again, these are just in their earliest days. Eastern University in Pennsylvania has built its library services in Active Worlds. It's an amazing environment that shows how far the envelope can be pushed.

Second Life has a few special librarians and special academic libraries (like law and medicine) being built. All told, we don't know what fruit these virtual worlds will bear but they surely offer great promise. I still remember the early days of online and Web searching. I also remember a few library pundits of the time offering their opinion that these were fads and could never survive or compete with real

We need to make sure that we're positioned as format and container agnostic and as the best place to ask for advice on podcasts, streaming media, blog searches, YouTube, Technorati, Podscope, ODEO, iTunes, and more.

librarians or real online dial-up services. Yes, some of the original brands of those days (hello AltaVista) are not with us anymore. The trend did develop though. I'd hate to see us make the same mistake again.

Social Networking

It seems a few folks read about social networking sites and hear that these are just for kids (or students). They couldn't be more wrong. That's a personal and professional opinion formed by experience in these networks. Facebook and MySpace are the mar-

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ket leaders now, with Bebo and Orkut doing well outside of North America.

I was surprised to find that I thought I knew how these worked but that when I signed up and committed, the experience was much different than I had believed it would be. I can't really explain adequately how different the relationships are in these sites. They're meaningful, fun, educational, and more.

The continuing development of new circles of interested friends and groups was a surprise. I don't think you can understand it without getting in there and learning. Then your opinion will be informed by experience. Recently Bill Drew set up a new special social network about Library 2.0 in Ning, a free place where private social networks can be created and nurtured. This one went from one to 1,000 members in less than two months and is still growing and developing! I've seen other Ning networks on School Library 2.0, Academic library 2.0, and Classroom 2.0. I was amazed, as an association junkie, how quickly folks could coalesce, share, and collaborate.

Workflow Tools

Our users are looking for the tools that let them be more effective in a mobile, nomadic workplace. Are we ready to advise? Are we offering the tools that help research workflows? New tools like Zotero, an Internet scrap-booking software, are great options to complement our traditional offerings of citation tools to make the

creation of footnotes and bibliographies easier. It's also interesting to watch the building up of the Google offerings to compete with MS Office. Google Docs and Spreadsheets, Google Calendar, gMail, and the rest are viable options now. Services like Zoho allow you to use Web-based e-mail, calendars, phone systems, CRM, file storage and transfer, documents, spreadsheets, database and forms, design, project management, presentations, meetings, accounting and billing, collaboration, and office sites. There are dozens of free tools that support the mobile workplace now. We need to be there to advise our users.

So, if you're interested, the technologies mentioned above are easily learned, mostly free, and, with an investment of 15 minutes a day, should buy you the authority to inform your users. You have an excellent foundation for personal positioning. It can be grown and developed.

We earn the right to have an opinion by being the expert. When we have the experience and informed perspective, we earn that right and increase our value to the enterprises where we are employed. We have a duty to ensure our users are informed. We also have a duty to make sure that our opinions are informed too.

An informed opinion will take you far.

SLA

2007 Information Outlook Editorial Calendar

You're the expert, share what you know.

We're always looking for new authors for Information Outlook. That's one way we get new ideas, learn new ways of doing things.

The editorial calendar below shows major topics we want to cover for each issue in 2006.

Please note: The editorial calendar is only a starting point. We need more articles on more topics than we've listed below.

If you want to write on a topic that isn't on the calendar, or on a topic that isn't listed for a particular issue, we want to hear from you. For example, articles on topics like marketing, searching, and technology will be welcome throughout the year. We want to hear all of your ideas for articles.

Also, our descriptions of the topics may not fit your approach. If you have a different idea for a topic, let us know.

Issue	Cover Article	Copy Due
July	Management — Possible topics: Planning, budgeting, supervising a staff, purchasing	May 18, 2007
August	Conference Papers Showcase	June 22, 2007
September	Copyright — Possible topics: Global considerations, permissions, new laws and regulations	July 20, 2007
October	Web 2.0 — Possible topics: Next generation Web sites, social networking, XML, RSS, podcasting	Aug. 24, 2007
November	Knowledge Management — Possible topics: KM systems, indexing information, low-budget KM	Sept. 21, 2007
December	Special Issue: Leadership	Oct. 19, 2007

Assume That Online Works Are Copyrighted: They May Have More Protection than You Think

Even innocently forwarding an e-mail to someone may be violating the writer's copyright.

Digital Copyright Issues

Digital or electronic content is subject to the same protections under most copyright laws as non-digital, traditional, or analogue works. Most online content or content found on the Internet is copyright-protected and permission is required to use it. If there is a statement on that

A link to another page within your own Web site is permissible. A link to another Web site may require permission from the owner of that Web site.

work to the effect that it is not protected by copyright, then you may freely use it. But be careful to read and follow the terms and conditions in the permission.

Protected Digital Works

Any content in a non-digital form that is protected by copyright is protected in a digital form. For example, print books are protected by copyright as electronic books. Also, analogue musical recordings and digital musical recordings are equally protected by copyright. Web

sites are protected by copyright as a single work. Also, the works within a Web site may be individually protected by copyright.

DMCA-Type Laws

Specific digital legislation, like the U.S. Digital Millennium Copyright Act, have anti-circumvention and copyright management information provisions to aid copyright owners in protecting their digital content. The anti-circumvention provisions guard against unauthorized circumvention of technological measures controlling access to or restricting use of a copyright-protected work. Technological measures may be a password or encryption, and breaking into the password or encryption is illegal.

These laws also protect against the removal or alteration of copyright management information. Such information may be the title of a work, its author or copyright owner, and other identifying information.

Digital Uses

Digital works may be used, accessed, copied, and distributed in manners not available for non-digital works. Below is a discussion of copyright issues relating to some of these unique uses.

Scanning. Scanning or digitizing a work such as an article or image is a reproduction of that work and requires permission prior to doing so from the copyright owner.

Web Site Content. Prior to using any content you find on a Web site, you should obtain permission from the copyright owner of that content. Also, posting copyright-protected content on a Web site requires permission from the copyright holder.

E-Mail. Since e-mail belongs to the author of the e-mail, you should obtain permission prior to forwarding an e-mail not written by you.

Linking. A link is a place on a Web site on which a user may click and is then directed to another spot on the same site or to a different site. A link to another page within your own Web site is permissible. A link to another Web site may require permission from the owner of that Web site. U.S. law is not clear on this issue. To play it safe, many site owners only link to the home page of another Web site.

LESLEY ELLEN HARRIS is a copyright lawyer/consultant who works on legal, business, and strategic issues in the publishing, content, entertainment, Internet, and information industries. She is the editor of the print newsletter, *The Copyright and New Media Law Newsletter*, now in its 11th year. If you would like a sample copy of this newsletter, e-mail contact@copyrightlaws.com. She is a professor at SLA's Click University, where she teaches a number of online courses on copyright, licensing, and managing copyright and digital content for SLA members. You may now register for the winter/spring 2007 courses at: www.clickuniversity.com, search for Harris Online Schedule.



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Browsing. Browsing (also called surfing) refers to making a copy of a Web page by browser software. Some argue that there is implied permission to use this copy (by virtue of the copyright owner posting the material on the Web site); others argue that browsing may fall under fair use or fair dealing.

Caching. Caching refers to saving a Web site or a page of a site into browser software, to facilitate faster access to that particular Web site or page in the future. Caching may be done by an individual or automatically by the browser software. Again, caching involves copying of a work and arguments may be made as to whether permission is required from the copyright holder

prior to caching his works.

If you would like to read more about digital copyright issues, see: *Copyright Issues in Digital Media* (published August 2004) at: www.cbo.gov/showdoc.cfm?index=5738&sequence=0. **SLA**



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Becoming the “Go-To” Person in Your Organization Raises Positive Perceptions of Your Department

Want to be the true information hub? It's all about who you know, what you know, what you do, and how you can help.

BY DEBBIE SCHACHTER

I recently noticed an interesting article on the importance of the go-to people in organizations, specifically in a business context.

“Go-To People: What Every Organization Should Have,” by Jeffrey Gandz (Ivey Business Journal March/April 2007, www.iveybusinessjournal.com/article.asp?intArticle_ID=675) reminded me of how we special librarians like to be perceived as the key go-

tion center as the information hub for the organization. Part of creating the true hub, however, is developing the natural tendency for the emergence of organizational go-to people in the information center.

Every organization has these so called go-to people. Surprisingly, they are not necessarily the people who hold the highest positions or are in the most powerful departments. They are the individuals who, through their own professional roles combined with their personality and communication abilities, know what's going on and share that information with those who need it. These individuals have access to information and organizational knowledge, understand the implications of that information, provide opportunities for sharing that information, and ultimately improve decision making and efficiencies in the organization.

The concept of go-to people is similar to the learning organization model in which different information nodes are centered around key individuals. Through their informal and formal networks, these individuals increase the communication effectiveness of the organization as a whole.

In the Know

We can all think of individuals who are clearly the go-to people within our organization. These people include the folks who always know the current gossip (the office grapevine which is another informal network), the people who provide cross-departmental services, individuals who have a particular political astuteness, and the people

who are known to get things done.

These are frequently people who understand the problems and can help to develop a solution.

In many organizations, departmental structures can lead to silos, which in turn reduce the communication paths between functions. As individuals in different departments or within different functions are separated either physically or simply through their daily work routines, they have a reduced knowledge of what is happening within other departments or in other functional areas.

The information center usually (but not always) spans the functional and departmental structures of organizations, and thus naturally becomes a repository for knowledge about activities taking place in the organization. The library staff usually knows who is doing what, based on information requests and involvement in projects, and has contact with individuals from most departments or functions. Library staff may have direct contact with individuals of all levels in the organization. In addition, as part of its mandate to collect and disseminate information in response to requests, the information center has the opportunity to understand the connections between different and unrelated requests, and can put individuals together when the need becomes apparent. The go-to person in the library is in the position to have a big picture understanding of many project and organizational issues and concerns and can provide a valuable repository for problem solving and internal networking.

As you are aware, this is an example of how the library or information center captures both the explicit and the implicit knowledge of an organization, and helps to improve the return on this knowledge. Strengthening the library's role in the organization is possible by making these essential knowledge

Being in the know and being known as someone who understands and can get things done is your most essential function as library manager.

to people in our organizations through the nature of our information services.

But what does being a go-to person mean in the special library context and how important is it to cultivate this perception?

As service oriented individuals, info pros want to see themselves as providing professional, objective, and quality information to develop knowledge and enhance decision making. In fact, we are committed to ensuring the importance of the special library or informa-

management activities apparent to all, especially the executive and those who fund the library.

If you are a go-to person in your organization, you'll know what it feels like to have people from different departments and roles come to you for your expertise and general knowledge about the organization. People who have worked in an organization for several years are naturally drawn upon to provide access to the corporate memory or to help provide linkages to others in the know. Sometimes it is library staff's technical expertise that draws individuals to us. Usually your reputation begins to be built through providing quality service for what is required. As colleagues learn about your skills and are assisted by your work, expectations expand into demands for more than what your original role required.

Your ability to help clientele to improve their decision making and direct them outside of the original request for information or assistance increases the demand for your service. At the same time, you should be building your social networks to increase access to information that is more informally shared within the organization. Becoming an integral part of the communication networks in the organization is an asset—and must be developed through proactive networking. Being in the know and being known as someone who understands and can get things done is your most essential function as library manager.

For the information center, having a recognized go-to person is extremely valuable as it increases the department's profile within the organization, and increases the perceived value for the work and the staff. On the flip side, however, being a go-to person can cause a seemingly insatiable demand from a broader client base within the organization. Being seen as the key information and service hub is essential. But that can mean increased work that is not directly related to what you should be doing or is not effective use of your or your staff's time.

For example, just because you can



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help someone to set up their e-mail auto-response (because they can't understand IT's directions), doesn't mean you should take on that role for everyone in the organization. That could lead to interdepartmental conflicts when other functions feel you

part of interdepartmental relations. By leveraging your skills and those of your staff, you can often relieve another department of unwanted work while increasing your service offering within the organization. Promoting your expertise and service increases the awareness of the library as the go-to place, as well.

Sometimes the result of having a go-to person in the library means that library services evolve increased positive perception of library services. As the library manager, understanding the value of individual staff's talents and developing them appropriately can be challenging, particularly when individuals are moving away from the traditional roles in the library. Doing so, however, may be one of the most effective ways to develop the information center's image as a true organizational information hub. **SLA**

The information center usually spans the functional and departmental structures of organizations, and thus naturally becomes a repository for knowledge about activities taking place in the organization.

are trying to usurp their role. As go-to person, you can assist people by directing them appropriately and by helping to solve the systemic problems that lead to this type of request. Being seen to be doing too much busy work or the work of another department can also rebound on you if your boss feels you're spending too much time doing non-library-related functions.

Balancing what you should be doing with what you can do is an important

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Twelve Tips for the One-Person Library
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Moving to Knowledge Services: Managing the Change and Identifying Advocates and Champions
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90 Minutes to a Great Taxonomy, Part I: Taxonomy Basics
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90 Minutes to Beyond Taxonomy, Part II: Taxonomy Advanced

OTHER EVENTS

MAY

- 1-3
Internet World
Ithaca Business Media
London, U.K.
www.internetworld.co.uk
- 1-3
Perfect Information Conference
Bath, U.K.
www.perfectinfo.com/learningevents.htm
- 6-11
4th International Evidence Based Library and Information Practice Conference
Chapel Hill-Durham, North Carolina
www.eblip4.unc.edu
- 4-11
4th International Evidence Based Library and Information Practice Conference
School of LIS at UNC-Chapel Hill and UNC Institute on Aging
Chapel Hill-Durham, North Carolina
www.eblip4.unc.edu
- 5-10
Patent Information Users Group Annual Conference
Costa Mesa, California
www.piug.org/2007/an07meet.php
- 8-12
16th International World Wide Web Conference
Banff, Alberta, Canada
<http://www2007.org/>
- 10-12
Canadian Association for Information Science 35th Annual Conference
Montréal, Canada
www.caiss-acs.ca/2007/call.htm
- 15-16
Enterprise Search Summit 2007
Information Today
New York City
www.enterprisesearchsummit.com
- 18-23
Medical Library Association Annual Meeting
Philadelphia, Pennsylvania
www.mlanet.org/am/index.html
- 19-23
IRMA International Conference
Information Resources Management Association
Vancouver, Canada
www.irma-international.org/conferences/2007/index.asp
- 21-23
7th Annual Symposium on Intellectual Property
University of Maryland University College
Adelphi, Maryland
www.umuc.edu/mkting/cip/

- 23-26
Canadian Library Association 61st Annual Conference and Trade Show
St. John's, Newfoundland, Canada
www.cla.ca/conference/2007/index.html

- 23-27
International Exhibition and Conferences of Archives Documentation Sciences Foundation and Archibios Foundation
Bogotá, Colombia
www.documentalistas.org/eventos/excol07/index1.php

- May 28-June 1
Canadian Health Libraries Association Conference
Ottawa, Ontario, Canada
www.chla-absc.ca/2007/index_e.htm

- May 28-June 2
Libraries in the Digital Age
Dubrovnik and Mljet, Croatia
www.ffos.hr/lida

JUNE

- 12-13
Search Engine Strategies Search Engine Watch
Toronto, Canada
www.searchenginestrategies.com/sew/toronto07/index.html

- 12-16
9th International Conference on Enterprise Information Systems (ICEIS) Institute for Systems and Technologies of Information, Control and Communication and Universidade da Madeira
Funchal, Madeira, Portugal
www.iceis.org

- 14-15
North American Symposium on Knowledge Organization International Society for Knowledge Organization
Toronto, Ontario, Canada
www.slais.ubc.ca/users/iskona/events.html

- 17-23
Joint Conference on Digital Libraries Association for Computing Machinery and IEEE
Vancouver, British Columbia, Canada
www.jcdl2007.org

- 18-19
13th Nordic Conference on Information and Documentation
Swedish Association for Information Specialists
Stockholm, Sweden
nordic2007.sfis.nu/site/298/default.aspx

- 19-21
Joint Use Libraries, an International Conference
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www.aallnet.org/events/07_schedule.pdf

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www.hb.se/colis

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International Federation of Library Associations and Institutions
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If You Want Your Customers To Give Rave Reviews, Try The U.R.A.V.E. Approach to Evaluating Service

You may be providing excellent customer service, but you need to make sure your customers know it and value it.

BY JOHN LATHAM

I was delighted to read in the March 2007 issue of the *Harvard Business Review* in a short article titled, "Beating the Market with Customer Satisfaction," that the stock prices of companies with high customer satisfaction outperformed other companies in the S&P 500.

I am always going on about the importance of customer service, so it is encouraging that there is evidence that it actually affects the stock price. Although the article refers to the customer service between the company and its external customers, it is just as relevant for information services because customer service overall cannot be seen in isolation. A noticeable improvement in customer service does not happen overnight, and so the highest customer service ethic has to become embedded in the company's culture and everyone's mindset.

If, as we are constantly being told, the world is moving from product emphasis to service emphasis, customer service will become more and more important. Of course, we all think that our customer service is second to none, but let's take a reality check and assume that it can be improved. The road to hell is paved with good intentions, so, if you are anything like me, you need to set yourself tasks, reminders, or whatever suits you best to make sure that you take time to do this. One method I use is to set up meetings with staff with a task reminder to myself to ensure that I am prepared for the meeting. As soon as you involve a third party you, are forced to act. I also suggest that you break down the elements of customer service and deal with each separately. If the meeting is too general in scope, nothing will be achieved.

We are all now familiar with YouTube, but what about U.R.A.V.E.? Set up your first five meetings to cover these aspects of customer service: Understandable, Relevant, Available, Valuable, and Evaluated.

Understandable

Take time to look at your products and services and assess whether they are delivered in a format that is understandable to your current users. Not only do your users change, but also their needs and requirements. Everyone is so busy nowadays, it is vital that the recipient immediately understands why the information has been sent. This may just require adding something to the subject line for clarification, or including it in a specific folder. Once a user thinks, "Why on earth have I received this?" you will not rank highly in customer service.

Relevant

Focus on the main goals of the organization. Is the goal of your organization to sell as many cars as possible, or to sell the safest cars on the market? There is a whale of a difference. There is also a time aspect to relevance in that the information may well be relevant for your user in the long run, but if her or his time is focused on a specific topic, the information may not be high on the pri-

ority list now. A well-timed release may improve customer service.

Available

There are two aspects of availability: One is accessibility. Are you providing your services and products in the most easily accessible format? The other is availability to whom? We are information junkies, and often fall into the trap of trying to provide all information to all people. Jim Matarazzo and Toby Pearlstein, in their recent *Library Journal* article, say it is a mistake to offer a little help to hundreds of employees in scores of departments as this only dilutes your support.

Valuable

Providing valuable products and services is so obvious that it hardly seems worth mentioning, but it is critical that you keep assessing value to your current users. Value, like beauty, is in the eye of the beholder, which brings us back to understanding. You may well provide some very valuable information, but if the users do not recognize its importance, it loses its value. Information professionals should become catalysts for increasing the productivity and effectiveness of their customers (Matarazzo and Pearlstein), but they may need some help in understanding how.

Evaluated

This aspect of customer service is often the most tedious to do, but we have to constantly have our services evaluated. This may require you to carry out surveys or use focus groups to ensure their continued value. The subject could be an article on its own, but don't forget to include it as one of your customer service meeting topics.

If U Rave, then Customer Service Rocks.



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